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J. H. Kindelberger

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NORTH AMERICAN AVIATION, INC.

LOS ANGELES INTERNATIONAL AIRPORT

LOS ANGELES 45, CALIFORNIA

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CHAIRMAN OF THE BOARD

**To Members of the American Society
for Industrial Security:**

Because of the mounting role of technology in the procurement of defense weapons, industry has in recent years been taken into larger partnership with the Government in the management of defense programs. Among other things, this has placed upon the defense industry a broader responsibility for protection of classified plans and information vital to the security of the nation. To fulfil this responsibility, industry's standards and procedures for safeguarding such information must be equal to those of the Government itself.

Thus the duties of the industrial security officer in a defense plant have become vastly more subtle and complex. They involve such elusive and often intangible factors as the education of employees in security matters; the establishment of adequate procedures for safeguarding an enormous body of materials without hindering their use in the practical work of the plant; and finally, a spirit of concern and cooperation on the part of both management and employees. In addition to his professional attributes, the security officer must be part psychologist, part publicist, part educator.

All of this means, of course, that the industrial security officer has to fill bigger shoes in the defense plant than ever before. More important, his stature has loomed larger in the very security of the nation. Proof that he is aware of this broadening responsibility is his establishment and active support of his national professional association, the American Society for Industrial Security.

My congratulations on your contribution to the strength and welfare of the nation, and my earnest good wishes for a successful and rewarding new year!



A handwritten signature in dark ink, reading "J. H. Kindelberger". The signature is fluid and cursive, with a large, sweeping "J" and "K".

J. H. Kindelberger
Chairman of the Board
North American Aviation, Inc.

Industrial Security

Vol. 4, No. 1

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Communist Illusion and Democratic Reality

By

J. EDGAR HOOVER

Director, Federal Bureau of Investigation



TOTAL STRUGGLE

The United States is involved in a world crisis. We did not create the crisis. The communists in Russia began it in 1917 when they overthrew their liberal democratic government to establish a dictatorship. It was their intention then, and it has been their goal ever since, to use that revolutionary weapon to establish a world dictatorship. This is the basis of our present-day crisis. No one can predict how long the crisis will continue. We do know, however, that it has become a total struggle between two fundamentally opposed social systems. The communist system says man is only what he eats. The democratic system says not by bread alone does man live but also by the things of the spirit. In this profound difference is to be found the intense drama of the conflict.

CRUCIAL PHASE

We are now entering a crucial phase in this global contest between world freedom and international communism. Free peoples everywhere must constantly re-examine their thinking and procedures. They must reappraise the challenge of communism in the light of current communist tactics. From this reappraisal there must come a new, fearless, flexible, and positive long-range course of action to what can only be viewed as an extended struggle for the minds and loyalties of men, women, and children in all lands.

KEY ROLE

In this struggle, you who attended the National Strategy Seminar of July, 1959, can play a key role. You can play this key role because, though global in scope, this decisive conflict between communism and democracy will be resolved ultimately by the thinking you do, the leadership you provide, and the sacrifices you make in your own individual communities.

To a democracy, the importance of local communities cannot be overemphasized. It is there that social understanding and growth take root. It is there that education, business, labor, and religion take on form and substance to influence, nourish, vitalize, and give direction to our national life. It is in our local communities that cogent, penetrative thinking should be done now to re-evaluate the position of this Nation in the present world crisis. From this constructive effort can come a decisive contribution to formulating and carrying out a coordinated, comprehensive, affirmative international strategy which will ultimately insure the supremacy of freedom over all types of totalitarianism.

COMMUNIST RE-EVALUATION

World communism, under the dictatorship of the Soviet Union, has already re-evaluated the world balance of power and altered its tactics accordingly. No less an authority than N. S. Khrushchev has proclaimed—and implicitly warned—that "... a serious



change has occurred in the balance of forces between the countries of socialism and capitalism in favor of the socialist nations."

Whether or not we agree with this communist analysis is beside the point. The important fact is that this analysis underlies the current communist tactics with which we must contend. Nor can we completely discount communist capabilities. Despite the fact that many communist claims are highly exaggerated, the existence of the communist bloc of nations as a potent factor on the international scene cannot be ignored.

PREDATORY EMPIRE

From "a spectre . . . haunting Europe" a little over 100 years ago, the communist movement has developed into a predatory empire which now controls one quarter of the land area of the world and which boasts of its domination over nearly one billion people—approximately one third of the world's population. Elated by recent Soviet scientific, technological, and economic successes—and reinforced by demonstrated military might—the leaders of the world communist movement think they can deal from a position of arrogant power.

NEW OFFENSIVE

Spurred by the realization of these capabilities, world communism has launched a broad political-economic offensive. The old fear of "capitalist encirclement," which gave rise to the defensive Soviet approach to international affairs during the 1920's and the 1930's, is gone. In its place, there has developed a dynamic, aggressive, competitive spirit. The time-tested communist tactics—propaganda, front group activity, diplomatic maneuvers, and the united front—have not been abandoned. They are now being implemented by such programs as extensive economic aid, technical assistance, and the interchange of delegations. All of these are carefully planned and coordinated on a world-wide scale to further the advancement of communism. This multipronged offensive has been adroitly cloaked under the saccharine slogans of peaceful coexistence and peaceful competition, in an effort to lull the Free World into a false sense of security.

PSYCHOLOGICAL CAMPAIGN

Basic to all other aspects of this offensive, however, is the psychological struggle. This is the campaign to win the minds and loyalties of men. It explains the use by communists—to a degree unprecedented in history—of every means of mass communication in their efforts to mould men's minds.

PROPAGANDA BARRAGE

Measured in terms of its subtlety, diversity, vigor, and extent, the world-wide communist propaganda onslaught must be rated a substantial one. No medium is overlooked in extolling the merits of communism while, at the same time, exploiting social, political, and economic unrest throughout the non-communist world. Radio, television, motion pictures, and all forms of the printed word are linked with diplomatic measures, trade agreements, offers of economic and technical assistance, and international trade fairs to subject the Free World to a continuous propaganda barrage. Employed in close conjunction and coordination with communist economic and political machinations, propaganda, one of the most powerful weapons in the communist arsenal, becomes even more formidable. Woven around the themes of peaceful coexistence and peaceful competition, this campaign of psychological pressure can be expected to increase substantially in both variety and intensity in the years to come.

That the communists regard the psychological struggle as fundamental is evident not only positively from their vast propaganda effort, but also negatively from their obsession for insulating those they have enslaved from any exposure to what are considered unorthodox—and, therefore, dangerous—influences.

INEVITABILITY AND INVINCIBILITY

Implicit in all communist propaganda, whether designed for domestic or foreign consumption, is the premise that the ultimate triumph of communism is inevitable because the communist nations are invincible. Communist propaganda portrays peace, social progress, and economic prosperity as characteristics of the communist world. The noncommunist world, on the other hand, is pictured as seething with wars, economic exploitation, and social upheaval. By identifying the communist world as the hero and the Free World as the villain in the drama of historical progress, communist propaganda represents the triumph of communism, not only as inevitable, but as the victory of good over evil.

PROPAGANDA GOALS

While extremely flexible, communist propaganda exhibits an extraordinary similarity and consistency throughout the entire world. The centralized planning, control, and direction required for this coordination are provided by Agitprop, a section of the Central Committee of the Communist Party of the Soviet Union. Once the "Party line" has been set by Agitprop, it is dutifully echoed by the com-

munist parties throughout the world as one phase of their unrelenting efforts (1) to indoctrinate non-communists in communist ideology; (2) to divide, weaken, confuse, and neutralize all anticommunist opposition; and (3) to defend the Soviet Union at all costs.

ROLE OF THE PARTY

Every communist party is a highly organized revolutionary group whose members are motivated by a zeal which rivals religious fanaticism in its intensity. All parties are bound together, not only by a common ideology, but by close "fraternal" ties. As such, they represent an interlocking, international conspiracy dedicated to the overthrow of all noncommunist governments. Owing their allegiance only to the Soviet Union, they offer it their unquestioned and undeviating support and serve, in effect, as conspiratorial agents of this foreign power.

INTERNAL THREAT

The Communist Party, USA, as an integral part of the international communist movement, represents a beachhead of subversion within our own Nation. As long as the communist movement threatens to impose its domination on the entire world, the Party will represent a serious threat to our internal security. Consciously modeled after the Communist Party of the Soviet Union, the Communist Party, USA, is today a tightly knit, hard-core group which offers its unswerving allegiance to the Soviet Union. In the showdown with the United States which the communists insist is inevitable, there is no doubt that the Soviet Union is relying heavily on the Party as an advance element within our borders.

ORGANIZATIONAL WEAPON

Every communist party is an organizational weapon. Its strength lies in the day-to-day practical application of communist ideology by each individual Party member. Communist theory is not a mere dogma. It is a guide to action. Every communist unhesitatingly sacrifices his personal life to advance the cause of communism. He is not bound by any of the traditional moral or ethical scruples. Any action—violent or peaceful, lawful or unlawful, moral or immoral, open or covert—which will promote communist goals, automatically becomes justified. His every tactic is guided by the principle that he is actively at war with the entire noncommunist world and that this conflict is not restricted to the political, social, and economic fields, but in-

vades every phase of human endeavor. Thus, the ultimate strength of communism lies in its flexible ideology translated into organized action by the rigid discipline and militant dedication with which every individual communist is imbued.

FRAUDULENT SCIENCE

The communists assert that Marxism-Leninism—an atheistic and materialistic philosophy—is based on a scientific analysis and interpretation of nature and history. But, Marxism-Leninism is no science. It is actually an extremely flexible hodgepodge of half-truths and errors used by a tyrannical clique to suit immediate political needs. The absurdity of calling Marxism-Leninism a science is apparent. No science finds consistency in the most startling contradictions.

GLARING CONTRADICTIONS

In the name of ending the exploitation of the common man, the communist hierarchy has developed into a parasitic ruling class which has imposed a ruthless tyranny over millions. In the name of humanity, communism suppresses the most elementary human values and robs the individual of his inherent dignity and worth. In what is pictured as a workers' paradise, slave labor is commonplace and the working man is denied the right to strike. In the regime which claims to have eliminated all discrimination, anti-Semitism is virtually official policy. The pretension that communism stands for national independence is flagrantly contradicted by the brutal suppressions of the uprisings in East Germany, Hungary, and Tibet.

FALSE PHILOSOPHY

Communist philosophy is demonstrably false. Communist tactics—individual and mass terrorism, infiltration and subversion, the abrogation of treaties, to mention just a few—are abhorrent to the entire civilized world. Yet communism represents a massive effort to transform not only the world but human nature itself. It offers the dream of a world-wide society in which, it is claimed, there will be lasting peace and harmony.

PURSUIT OF AN ILLUSION

In the search for this utopia, the individual communist is transformed from a mere ideological adherent into a militant, disciplined agent whose entire life is blindly devoted to the communist cause. This clarion call to action motivates communists and instills in them their fervor to change the world.

(Continued on page 32)



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A N A T I O N W I D E O R G A N I Z A T I O . N

5-504

Legal Powers of Industrial Plant Protectors

BY RICHARD A. MYREN



Legal powers which may be exercised by industrial plant protection officers vary extensively from jurisdiction to jurisdiction. The importance of local law in determining the extent of these powers at a given time and place cannot be over emphasized and will be referred to several times in this discussion. With this fact in mind, it is possible to discuss some of the general principles which will apply uniformly and to point out those situations in which local law plays a paramount role. The topics which will be surveyed here are the powers of industrial plant protection officers as private persons protecting private property, their powers as deputized law enforcement personnel enforcing public law, and the liability of employers for the acts of industrial plant protection officers.

I. Powers of Industrial Plant Protection Officers As Private Persons Protecting Private Property

Every citizen has certain powers which enable him to protect his life and property. This generalization applies to corporations and other business entities, legal persons, as well as to natural personnel.¹ Since business organizations can act only through their agents, their powers are usually exercised in their behalf by plant protection personnel. The privilege to protect property is usually exercised in conjunction with the citizen's power to prevent

or to stop a criminal act, but is occasionally resorted to in conjunction with preventing or stopping a civil wrong. In the former instance, the existence or threat of crime gives the citizen greater powers than if he were merely protecting property from civil wrong. Another source of power lies in the citizen's right of self defense. In the situation where self defense is an element, the citizen also has more power to act than when protecting property from civil wrong in a situation which does not involve threat of bodily injury. The powers of the industrial plant protector as a private person protecting private property in each of these three contexts will be considered separately in the paragraphs below.

PROTECTION OF PROPERTY. When an officer is relying solely on his right to protect private property from civil wrong (usually a trespass), his powers are quite limited. An owner of real estate or his agent may eject a trespasser from the real estate, using force if necessary.² The force used, however, must be reasonable in the circumstances and must be for the purpose of removal, not for punishment. The courts have held, for example, that kicking a trespasser is not necessary for removal and is an assault and battery.³ The amount of force used must also be determined by the circumstances. No force at all would be required or allowed if the

¹STEVENS, HANDBOOK ON THE LAW OF CORPORATIONS 18 (2d ed. 1949).

²CLARK AND MARSHALL, A TREATISE ON THE LAW OF CRIMES 443 (6th ed., Wingersky 1958).

³Wild's Case, 2 Lewin 214, 168 Eng. Rep. 1132 (1837).

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Education in the public schools of Madison, Wisconsin, and continued at the University of Wisconsin, where he was graduated in 1948 with B.S. in Chemistry. Attended Harvard Law School receiving an LL.B. in 1952. Admitted to the bar in June 1954.

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He has published in the fields of organic chemistry, criminal law and procedure, and forensic science.

Professor Myren's article "Indiana University's Department of Police Administration," appeared in the July 1958 issue of INDUSTRIAL SECURITY.

trespasser indicated an immediate willingness to comply with an order to leave.⁴

These same rules apply if the trespass is to personal property. If an officer finds some person wrongfully taking the personal property of the company, he may use the force necessary short of fatal force to get it back.⁵ If the property is discovered in someone else's possession at some time after the taking, the officer may not use force for retaking. The company must resort to the courts for recovery.⁶

Use of fatal force is never justified solely for the protection of property against a civil wrong.⁷ Fatal force may be used to prevent crime or in self defense in situations where defense of property may be incidentally involved, as discussed below, but in such cases the property protection element is not the element authorizing fatal force. It is the element of crime prevention or self defense.

PREVENTION OF CRIME. When a plant protection officer is called upon to prevent or stop the commission of a crime, it is usually a crime against property which is involved. In times of labor-management disputes and, infrequently, in dealing with a particular disgruntled employee, he may be required to prevent or stop a crime against some other company officer or employee. In either case, he exercises the right of any private citizen to make an arrest for these purposes. When aiding a peace officer, a private person has all the powers of the peace officer. After a valid arrest, a search may be made of the person arrested and of the immediate surroundings. Private persons have no other right to make searches.

Before discussing the various rules governing arrests by private citizens, it seems necessary to define what amounts to an arrest. Most writers and some state statutes define an arrest as the reduction of some person to the custody and control of the law.⁸ But this generalization is not very informative. For the purposes of those who will make arrests, it seems proper to define the concept in terms of necessary elements for completion of an arrest. An arrest may be made either by force or by submission.⁹ A force arrest is completed when the person making the arrest manifests his intention and applies force however slight to the subject for the purpose of arrest. Merely tapping the subject on the shoulder to gain his attention is not the type of slight touching which will complete a force arrest. It is not

intended to serve such a purpose.

An arrest may also be completed by a manifestation of intent to make an arrest followed by manifestation of submission by the subject. The word manifestation is used in this discussion to indicate the conveying of an impression which would be understood by any reasonable man. There is no requirement that any particular word formula be used. Secret reservations or unmanifested intent have no bearing either on the requirement of manifestation to arrest or of manifestation to submit.

Allowing an arrest to be completed by the slightest use of force and by submission of the subject is based on a public policy which discourages use of force. The subject should be taken into custody with the absolute minimum amount of force necessary. The concept of reduction to custody is satisfied in such cases by the theory that the arresting person is present, ready and able to use greater force if required.

When a private citizen may arrest by either of these two methods is determined by the type of offense involved. Criminal offenses are of two types, felonies and misdemeanors. Most states define a felony as an offense punishable by death or imprisonment in the state's prison.¹⁰ In federal law, a felony is an offense punishable by death or imprisonment for a term of more than one year.¹¹ All other offenses against state or federal law are misdemeanors. Violations of city ordinances may or may not be misdemeanors. In North Carolina they are,¹² while in Indiana they are merely civil wrongs against the city giving rise to a right of action against the violator in favor of the city.¹³ There is no way for a plant protection officer to be sure without consulting the law of the jurisdiction in which his plant is located. An organization with plants in several different states may well be operating under several sets of legal rules.

Although a private citizen may be required to make an arrest under a warrant,¹⁴ this rarely happens. When he does, the same rules governing peace officers in similar situations apply.¹⁵ At this point in the discussion, only arrests without warrants by private citizens will be considered.

Generally speaking, a private citizen may arrest without a warrant for commission of a felony if the felony has in fact been committed and if the citizen has reasonable grounds to believe that the subject has committed it.¹⁶ He is allowed to make an honest and reasonable mistake about the identity of the

⁴RESTATEMENT, TORTS, Explanatory Notes §77, Illustration 15 (1934).

⁵McNabb v. United States, 123 F. 2d 848, 854 (6th Cir. 1941).

⁶CLARK AND MARSHALL, *op. cit. supra* note 2 at 443.

⁷PERKINS, CRIMINAL LAW 917 (1957).

⁸EWBANKS, INDIANA CRIMINAL LAW 119 (Symmes Edition, 1956); IND. STAT. ANN. §9-1004 (1956).

⁹Lawrence v. Buxton, 102 N.C. 129, 8 S.E. 774 (1889).

¹⁰MODEL PENAL CODE 7 (Tent Draft No. 2, 1954).

¹¹18 U.S.C. 1 (1958).

¹²N.C. GEN. STAT. ANN. § 14-4 (1953).

¹³IND. STAT. ANN. §§ 48-401, 1407 (1950).

¹⁴North Carolina v. Campbell, 107 N.C. 948, 12 S.E. 441 (1890).

¹⁵ALEXANDER, THE LAW OF ARREST 409 (1949).

¹⁶Burns v. Erben, 40 N.Y. 463 (1869).



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Legal Powers (Continued)

perpetrator, but not about the commission of the felony. No matter how honest and reasonable the belief of the private person that a felony has been committed, his arrest is illegal if one has not been committed. The best way to know whether a felony has been committed is to be an eye witness. Beyond this, each plant protection supervisor must establish a policy as to what is to be considered reasonable grounds to believe. In some states, a third requirement must be satisfied to merit an arrest without a warrant. This third element requires that the arrest without warrant be necessary to prevent the escape of the suspected felon.¹⁷ If this cannot be shown, a warrant is required.

With but a few statutory exceptions mostly in the field of traffic law,¹⁸ a public police officer can arrest for a misdemeanor only if it is committed in his presence.¹⁹ At one time there was a requirement that the misdemeanor involve a breach of the peace.²⁰ The term breach of the peace means a public offense done by violence or one causing or likely to cause an immediate disturbance of public order.²¹ Most modern statutes have abandoned this requirement, making it possible for public police officers to arrest without a warrant for any misdemeanor committed in their presence.²² Private citizens have more restricted powers of arrest for misdemeanors. Not only must the offense be committed in their presence but must also involve a breach of the peace before an individual can arrest without a warrant.²³ Some statutes provide otherwise.²⁴ The arrest must also take place at the time of commission of the misdemeanor. If the arrest is not made at once, the right to arrest without a warrant is lost.

When violations of municipal ordinances are made misdemeanors, the above rules naturally apply. They also apply in those jurisdictions where such violations are not crimes but only civil wrongs.²⁵ The only significant difference which results from the civil nature of violation of ordinances in some states is that they are handled by the city attorney rather than by the county prosecutor.²⁷

In addition to its importance in determining when a private citizen may make an arrest without a warrant, whether the offense for which the arrest is made is a felony or a misdemeanor also determines the amount of force which may be used. Fatal force is

never justified in completing an arrest for a misdemeanor unless the element of self defense enters into the picture.²⁸ Fatal force is justified when attempting to arrest for a violent felony,²⁹ and some writers assert that it is justified for all felonies.³⁰ But, since there is disagreement on this issue, plant protection supervisors should establish a policy of allowing the use of fatal force only when required in self defense or when necessary to apprehend one who has committed a violent felony. Fatal force can never be justified even in cases of violent felony unless it is absolutely necessary. Pursuit and other methods of apprehension must first be tried. In this connection, it should be remembered that breaking and entering an industrial or commercial building may be a misdemeanor, not a felony, in some jurisdiction.³¹

Based on a number of years of consideration of this difficult problem, the author has established the following rules concerning the use of fatal force which he would follow if he ever became a public or private law enforcement officer. They are:

1. Do not carry a gun unless I am completely confident of my ability to get it into action rapidly and effectively.
2. Never touch or refer to my gun in an enforcement situation unless I am confident of my legal right to kill my opponent.
3. Never touch or refer to my gun in an enforcement situation even if I am confident of my legal right to kill my opponent unless I am also convinced that killing him is absolutely necessary to carry out my duty or to save myself or another from serious bodily injury or death.
4. Never touch or refer to my gun unless I draw it as rapidly as possible and shoot for the kill zone, remembering to stop shooting as soon as my opponent is obviously disabled or obviously gives up the fight and surrenders, and hoping that I will only stop my opponent although I realize that I may kill him.

The first of these rules requires intensive and continuous firearms training. A man who is not well trained is apt to use his gun prematurely. One who is confident of his ability will resort to the gun only in the most extreme situations. The second rule is required by both legal and practical reasons. Threat of fatal force is illegal if use of fatal force is illegal.³² Touching or referring to a gun will en-

¹⁷North Carolina v. Bryant, 65 N.C. 327 (1871).

¹⁸IND. STAT. ANN. § 47-2310 (1952).

¹⁹Dilger v. Kentucky, 88 Ky. 550, 11 S.W. 651 (1889).

²⁰Massachusetts v. Gorman, 288 Mass. 294, 192 N.E. 618 (1934).

²¹Ibid.

²²ALEXANDER, *op. cit. supra* note 15 at 435.

²³UNIFORM CODE OF CRIMINAL PROCEDURE, Explanatory Notes §22, comment at 238 (1930).

²⁴*Id.* at 239.

²⁵North Carolina v. Bryant, 65 N.C. 327 (1871).

²⁶ALEXANDER, *op. cit. supra* note 15 at 437.

²⁷IND. STAT. ANN. § 48-1801 (1950).

²⁸ALEXANDER, *op. cit. supra* note 15 at 506.

²⁹Stinnet v. Virginia, 55 F. 2d 644 (1932).

³⁰*Cf.* North Carolina v. Bryant, 65 N.C. 327 (1871).

³¹N.Y. PENAL LAW § 405 (1944).

³²People v. Klein, 305 Ill. 141, 137 N.E. 145 (1922).

(Continued on page 41)

Some years ago, I heard Frank Rockwell Barnett, Director of Research, The Richardson Foundation, deliver a speech which, for me, contained the "germ" from which the Research Committee of American Society for Industrial Security grew.

Research- or Retreat

sought to "distort" a quotation for purposes of dramatic impact—and as I say, it stuck with me. For working as I have with Paul Hansen since the inception of ASIS, I immediately grasped the connotations of Mr. Barnett's comment as it applied to ASIS. Mr. Barnett said:

"In ancient times, a wise man once told a King who had asked the sage how the people should be governed—'Majesty, I care not who makes a country's laws if I can write its songs.' Today (Mr. Barnett continued) a wise man might say—'I care not who makes a country's laws or writes its songs if I can frame the question for research.'"

"If I can frame the question for re-

search"—think of the implications of that remark! Think of the scientists and engineers and politicians and political scientists and others who have had that opportunity only over the past hundred years, for example, and view the miracles they have wrought in consequence of their ability to frame the questions for research! The examples of successful research efforts in the modern world stagger the imagination. Research amply demonstrates, I believe, that unless an organization possesses a purpose for research, a vehicle for research, and a grasp of the essential need for research, it really has not actually implemented its full potential and can never bring into fruition all of the benefits which it might otherwise offer its constituent members.

Mr. Barnett's comments came at a time when ASIS was in its infancy, but I discussed this idea with Paul Hansen and with others and they, too,

were stirred at the prospect of what this Society might do by a good, funded research effort. This is true for ASIS for a variety of reasons. Chief among them is the fact that this organization is seeking to serve the field of *professional* security operations—a task of tremendous proportions, at best. The job looms large for us because we have launched ASIS from limbo into a field requiring much technical know-how, knowledge, and understanding. And—having staked our claim to being a national professional organization—and having won fairly rapid recognition and acknowledgment as such—we now are embarrassed at the huge scarcity of adequate information, facts, and collated knowledge relating to the field of industrial security as a whole.

To be sure, there may be an adequate literature on some particular phase of industrial security—such as the safeguarding of classified defense information, for instance, or fire protection, which in general has clearly established standards and criteria for these specific facets of our field of interest. But, where is the equivalent with regard to such phases as guards and patrols; physical security; theft control; investigations; wages and salaries; educational criteria; job titles, responsibilities and job descriptions; industrial defense; disaster planning; subversive activities in industry; identification; and security education? Where is such a literature, for example, with regard to so essential a matter as the semantics of security? The answer is—there are none established as being universally recognized.

This is not to say that these facts do not exist in some form. They may be found in the office of some security director; they may repose in the specialized knowledge of a given number of individuals; or they may conceivably be in the process of development in some college or university as an academic requirement for graduation. But where, among these sources, is to be found the *proven*



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Began employment with Reynolds Metals Company in 1948. Served in World War II as an Intelligence Staff Officer and continues in the Army Active Reserve Program. Previously served as Chairman of the Louisville Chapter of ASIS and currently serving as Chairman of the Richmond Chap-

ter, as Parliamentarian of the Society, and as Chairman of ASIS's Research Committee.



source which speaks with the authority and persuasiveness that is required to convince the budget managers of your company or mine to "buy" the idea? The answer, of course, is that there is no source for standard criteria relating to the vast majority of these essential sub-fields of industrial security.

Were it not for the efforts of NFPA, with regard to fire protection, whose prominence in the field was assured long before the inception of ASIS; and were it not for the efforts of the DOD, with regard to safeguarding classified information, it would be safe to say there is NO recognized literature in detail relating to the industrial security profession, or to any of its sub-fields.

This, then, is frustrating and even embarrassing in the extreme.

Particularly does this rankle the purist member of ASIS who looks to his society as the logical and ultimate source for such data. He remembers vividly, perhaps, the brochure on ASIS, which convinced him he ought to join this group because it proclaimed "It (ASIS) has become the leading source of information concerning practices, methods, procedures, and new ideas in this important field." And—it is true, a certain amount of splendid work has been done by various committees, on a volunteer basis, which has greatly benefited industry and industrial security men. But—the fact remains that the results have been puny when measured against the trumpetings of our brochure and the need in the profession.

In his report to the Convention/Seminar of 1956, Paul Hansen, then retiring president of the Society, stated, "Whether we can grow rapidly enough to keep up the pace of achievement now to be expected from us, I do not know. Already some of our original members have dropped away because we have been slow to give them a dynamic, far-reaching program, despite our obvious need for preoccupation with first things first." Mr. Hansen later in the same report stated, "Some of our colleagues are eager that we pay more respect to conventional aspects of our profession. The difficulty is, that to many, they are of a routine nature and consist of stereotyped

procedures . . . To a great portion of industry—because security men have been slow to raise their job standards and reluctant to assume the new responsibilities which have been placed on industrial security—industrial security *still* means a superannuated employee opening a plant gate as a means of livelihood. If we are to take the lead in *all* aspects of industrial security, and to emphasize the essentials of a corporation's protection and security operations, let us have the courage, the initiative and the foresight to bring new and more efficient and effective aids to the attention of our associates in industry. Let us demonstrate that although we may have been in our field of work for many years, we have the frankness to admit we still have a great deal to learn about the profession of which we are the champions. Let us show our critics in industry that the mundane is to be surmounted by the modern, that our services to our companies may be substantially perfected, that our rewards, as a consequence, will depend upon our recognizing progress and utilizing it with vigor and foresight."

This, then, is the problem. It revolves around a clearly demonstrated and clearly recognized need—the need to establish the hallmarks of professionalism for industrial security. Now—how do we propose to meet this issue?

It seems that—at the early stage—we will have to settle on some very specific and pressing problems that—

1. Need to be researched by ASIS
2. Can be researched by ASIS so that a meaningful "end product" can be turned out, and,
3. Will help to establish a "public image" of ASIS as a group of men who have not only their own divisions and special responsibilities at heart—but also the welfare of modern American capitalism and indeed the whole American society.

In other words, one should start by asking himself candidly: What is the basic problem? In this case, a part of the problem appears to be that many businessmen—and many members of the public at large—regard security personnel as "just a bunch of cops." Now, being a "cop" is a terribly useful service—and will become even more useful in a world under continuous assault by saboteurs, spies, diversionists, and propagandists, not to mention members of crime syndicates, and so forth.

But—without minimizing the importance of "cops"—it is true that we do not usually think of this particular profession as being "research types."

The problem, therefore, is to develop *practical*

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Selling Security



Mr. Loomis is presently completing requirements for his degree in Industrial Security Administration at the School of Police Administration and Public Safety, College of Business and Public Service, Michigan State University, East Lansing, Michigan. For the past five years he has been Assistant to the Director of Security, Electronics Division, Westinghouse Electric Corporation, Elmira, New York, during which time he attended Elmira College. He was also Secretary-Treasurer of the Binghamton, New York Chapter of A.S.I.S. for 1958-1959.

To Top Management

To Security Employees

By
Roland L. Loomis

self to your superiors, you should observe the following rules:

- Be well informed regarding everything going on within the security department. It is your responsibility to be aware of all facets of the operation.
- Be proud of your security department and the personnel in it. Bring to light, through various communication media, the accomplishments of your personnel.
- Be tolerant of those who become emotionally disturbed over insignificant incidents. Attempt to explain the underlying factors of the situation which will tend to redirect thinking toward a more constructive attitude.
- Be careful that you are well dressed for all occasions. A neat appearance is a definite asset and an important factor in maintaining the respect of those who work for you, as well as those for whom you work.
- Be continuous in your efforts to sell security by informing everyone of its vital importance to our nation because without efficient and well organized vigilance and vision, industries and businesses alike incur great losses, which, in turn, affect the security of our entire nation.

Selling by Reports

If, during the normal day's activities, you will write down important and significant incidents that happen, jobs that are accomplished, and new projects that are undertaken, and at the end of each month consolidate these into a monthly activities report, you will be afforded an opportunity to indi-

(Continued on page 14)

WHY SELL SECURITY?

We are living in a dynamic world, presenting new and challenging situations. In such a world our security cannot remain static. Until recently, many phases of security have coasted along with comparative ease. In recent years, however, the situation has demanded that security do something very different in effort and positiveness like the Air Force which has achieved power and speed enough to crash the sound barrier. We, too, must break through into a new dimension of vigilance and vision to protect the security of our nation. We must continue to develop new and more adequate security programs.

SELLING SECURITY TO TOP MANAGEMENT

In selling security to Top Management, the following methods are suggested:

Selling by Selling Yourself

As head of security, you are the chief salesman for *Security*. Top Management estimates the efficiency and effectiveness of security services by *your own* efficiency and effectiveness; therefore, it is necessary for you to be proficient in the performance of your job and to sell yourself to Top Management.

Fundamental and basic to your ability to sell yourself is the thorough and comprehensive understanding and knowledge of your entire operation. To be successful in selling security by selling your-

The **CASE** of the **DOUBLE ALARM**

THE FOLLOWING IS AN ACTUAL CASE HISTORY—AN EXAMPLE OF HOW "SILENT SOUND"—ONE OF SCIENCE'S MOST EFFECTIVE THIEF-TRAPS IS AIDING POLICE IN THEIR FIGHT AGAINST CRIME. ONLY THE NAMES HAVE BEEN CHANGED.



The "secret" was ultrasonic sound—flooding the office at a frequency too high for the human ear to detect. The moment the burglar entered the plant office his movements altered the frequency, triggered the alarm. When the police arrived he hid above a false ceiling and didn't move until 6:10 when he crawled out. Again, his movements tripped the alarm.

Kidde Ultrasonic Intruder Detection Systems are fool-proof and tamper-proof. Can't be bypassed by break-ins or lock-ins. Sounds alarms locally or at any central alarm station. Properly installed, it qualifies for an Underwriters' Laboratories No. Two Certification.

For more information on low-cost positive burglar detection equipment, write Kidde today.

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A Subsidiary of Walter Kidde & Company, Inc., Belleville 9, N. J.

Selling Security (Continued)

cate the accomplishments of your department in a relatively simple, yet organized way.

In addition to the monthly report, an annual report of all activities in the security department is of *extreme* importance. This report should include statistical records such as the amount of work completed, savings realized, discrepancies and violations discovered, and comparative figures from the previous year indicating work improvements, increased efficiency, and increased savings. A number of copies should be forwarded to Top Management.

Selling Through the Company Newspaper

Most large or medium sized companies have a company newspaper, house-organ, weekly management newsletter, or other similar medium of communications. By writing articles which explain, promote, and publicize the variety of services performed by the security department, the varied backgrounds and capabilities of the security personnel and other interesting and timely topics, an awareness of the importance of the security department is assured throughout every department of the plant.

Selling by Hand-Outs

When selling security, you should remember that it is equally important to *sell* security to *all plant personnel* as well as to Top Management. Your job is to *serve*; therefore, your selling effort should be directed toward cooperation, quality, and quantity of service. This effort can be aided by distribution of attractive, eye-catching, and informative hand-outs.

These hand-outs may be enclosed in individual pay envelopes, mailed to the employee's residence, or distributed within departments. The frequency of such distribution depends largely upon the size of the individual operation and the costs involved.

SELLING SECURITY TO SECURITY EMPLOYEES

To be successful in selling security to security employees, the following methods are suggested:

Orientation

A well informed employee is a contented employee. No one likes working without a complete and comprehensive understanding of his duties and responsibilities. The orientation of new employees is especially important. You should spend as much time as necessary explaining to the new employee what is expected of him, how the company operates, what role he will assume within the total organizational

structure of the company, and precisely what his job will be. This orientation is a *continuing responsibility*, not just a one-time job.

Your employees should be kept well-informed, not only about technical aspects of their job, but also about items of general interest.

Make Your Security Office Conducive to Favorable Work Habits

The security office must be clean, orderly, well-lighted, ventilated, and easily accessible. Good working conditions are achieved through the creation of an impressive place for your employees to work.

Develop Esprit de Corps

Your security system is only as good as the people who work within it and your ability to develop their enthusiasm. Just about all facets of security work are made easier if your men have *esprit de corps*, or *teamwork spirit*: the feeling of working together for a common cause. This spirit is developed through able leadership, fair and honest treatment of employees, and a mutual feeling of trust between you and all those who work for you. You must show your men that you have the spirit, that you are proud of them, respect them, and are proud of your department.

Conduct Security Meetings

Conduct security meetings at least once a month or on a periodic basis, dependent upon your needs. Take time to call all your men together, and let them discuss their problems. If they feel that you are concerned with their problems, they will show their appreciation by responding accordingly, thereby affording increased cooperation and efficiency. Impress them with the concern you, your management, and your company have for their operational and perhaps even personal problems. Ask if any employees have observed any unusual violations or practices in their work, and promote discussions about security practices in general. Always discuss the importance of the employee's job in terms of the individual, his family, the company, and the nation. Discuss future plans for the department and past accomplishments. Point out which phases of the current operating procedures you are pleased with, discuss where changes are needed, and ask for suggestions for improvement.

Supply Pertinent Information

Show your employees that you are interested in helping them improve their efficiency, skill and job knowledge by displaying, explaining, reproducing, and handing out training aids which can positively

(Continued on page 43)

How Mosler uses radio waves and steel for area and office security

Area security with Mosler's RADI-MATIC® SYSTEM. An entirely new concept of electronic, fail-safe and intrusion-proof protection.

The Radi-Matic System provides electronic perimeter protection through the use of an electromagnetic field. When a human body approaches the barrier, the balance of the electromagnetic field is upset and the alarm is actuated.



The Radi-Matic System is divided into 200 foot zones. Each zone has its own detector unit which actuates both visual and audible signals on a master control panel in the guard shack. This means the intrusion is automatically pinpointed!

Installation is easy—similar to stringing telephone wires around your plant. It is zoned in 200-foot sections and can be installed on chain link fences, building exteriors for window protection, or as a free-standing electromagnetic fence for greater depth of protection.

Radi-Matic has been installed in factories, storage depots, hangars, warehouses. A great deal more information is available on Mosler's Radi-Matic System. Write for brochure.

* * *

The Radi-Matic System consists of strands of wire (usually 3) strung on insulated steel posts. The center wire emits low frequency radio waves, creating an electromagnetic field. The other two wires receive the signal.

Office Security: Mosler Security Filing Cabinets. They are lighter in weight, yet offer life-time construction compared to ordinary commercial steel files. The new Mosler manipulation-resistant lock is listed as Group 1 by Underwriters' Laboratories and complies with test requirements of interim Federal Specifications AA-F-00358a (GSA-FSS) dated Feb. 11, '57 for a Class 3 cabinet.

Because it's easier to see the combination in these Mosler cabinets, they're easier to operate. Models available include 4 and 5 drawer letter and legal models. Write for more information:



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320 Fifth Avenue, New York 1, N. Y.

Running A Company Personnel Investigation

by
Robert Sheehan, Assistant Professor,
School of Police Administration and
Public Safety, Michigan State University

Over the past few years, all industry, whether it has classified government contracts or not, has become increasingly interested in the suitability and loyalty of its employees. One large corporation which is not engaged in government work discovered that over 80% of its theft problem cleared up entirely after it began running its own system of company clearances.

A nationally known organization of chain stores recently discovered that 76% of its personnel had stolen money or merchandise valued at better than \$100 in each case after asking its employees to submit to polygraph tests. A large department store in New York went out of business after four stock clerks stole \$80,000. Last year, the writer was approached by a well-known national company which lost five million dollars, a large percentage of which was attributed to employee theft. Banks in one large metropolitan area were shocked recently to discover that better than 80% of their employees were stealing. Last year, in one of our better known national

magazines, one internationally recognized polygraph examiner remarked that many people do not generally consider the theft of anything less than one thousand dollars *stealing*.

What does all this mean to the Industrial Security administrator?

This means that business is beginning to realize in a very real way that many people are not honest. The implications of this fact alone have a significant relation to the function of the security administrator.

With what I will refer to as *government security* first coming into existence as we know it during the second world war, many measures were put into effect to help keep the nation secure. One of these measures was the background investigation.

At first, the bulk of this work was handled by the Federal Bureau of Investigation, the Office of Naval Intelligence, and the Counter Intelligence Corps of the Army. Gradually, the Civil Service Commission took over responsibility for the running of many background investigations on government employees. When the Air Force became a separate entity, the Office of Special Investigations was formed; part of its task was the running of background investigations on Air Force personnel.

With the passage of the National Security Act of 1947, tremendous stress was placed on the development of measures that would afford this country



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better protection against a would-be aggressor. Part of this stress only naturally evolved in the form of the background investigation.

Responsibility for the judicious handling of classified government contracts was given to the Department of Defense which, in turn, delegated a portion of its investigative responsibility to the Army, Navy, and Air Force. This delegation of responsibility gave birth to the "cog office" system under which we now work.

Without qualification, the military and other government investigative procedures in the running of background investigations are excellent. No fault may be found with these procedures. Practically all investigations are complete and thorough.

All of these investigations are concerned with two factors:

1. Suitability and
2. Loyalty

Suitability, for our purposes, may be defined as *the moral and temperamental capacity of an individual to assume responsibility for the handling of classified information or material.*

Loyalty is *an individual's philosophical love of and patriotic attachment to the United States of America.*

As Industrial Security administrators, we have a dual responsibility: to the government of the United States and to the company for which we work. Our responsibility to the government is a *regulated* responsibility. Our responsibility to the company is not. Very often it becomes our particular job to *regulate* this responsibility, or to decide what steps the company will take in protecting itself.

One such step is the development of the *company personnel investigation*. Aside from protecting the company from internal theft, many companies are discovering that they are saving thousands of dollars by pre-screening applicants prior to the running of a government investigation. This is especially evident in monies saved relative to the training of highly technical and skilled personnel. Companies are justifiably beginning to ask of their security people, "Why spend five-thousand dollars training an engineer who will not be granted a security clearance?"

And what answer does the company get? Logically, the only sensible solution to what is fast becoming a serious situation is the development of the company personnel investigation. The only other answer seems to be centered around the development of a company-wide polygraph testing program which, fortunately or unfortunately, is severely re-

sented by many people who are interested in the maintenance of good employee relations.

How do we go about running our own personnel investigations? Very simply. If the government is interested in *loyalty* and *suitability*, then we must necessarily focus all of our attention on these two points. The purpose of our investigations, then, will be a loyalty and suitability determination on each individual the company decides it would like to hire. This would be accomplished immediately upon learning that the company has just decided to hire the subject of the investigation. Of course, this would be prior to the subject's being informed that he has been hired. At the time the company personnel investigation is made, the subject of the investigation is not an employee of the company. He is merely a prospective employee.

At the time our subject makes application to the company, the following information is obtained:

1. Last two schools attended; the name of the head administrators in each school; the names of two teachers the subject knew well; and the names and addresses of two fellow students in each school.
2. Last three employments; the name of the subject's immediate supervisor at each employment; the names and addresses of three co-workers at each employment.
3. The names and addresses of three credit references.
4. Five character references, and addresses.

The subject of the company personnel investigation may or may not be cautioned at the time he fills out his PSQ later on that he should give different character and credit references. This is purely a matter of company policy.

Contact should be made with all of the people about whom information has been obtained. These people may be contacted by one of four methods:

1. By telegram
2. By phone
3. By mail
4. In person

In any case, it is extremely important to stress that *this is a confidential request for information*, that this is a *routine matter*, that the subject of the check (use the word "check" rather than "investigation" when making contact with a source of information) is in *no difficulty*, and that he is *being considered for a very important job* with such and such a company.

Of the four methods of contact suggested, the contact by mail is by far the most common among

companies; however, some companies use all four methods in varying degrees. The contact by mail is the least expensive method, and, in most cases, perhaps the best as an initial request for information. One major American manufacturer employs several investigators at staff level to make personal contacts in running company personnel investigations on all employees who are salaried at a figure of approximately \$7000 per year and over. Other companies utilize the services of private investigative and credit investigative firms. Other organizations make extensive use of the telephone in running their personnel investigations. Relatively few use the telegram as a means of contact.

Regardless what means of contact is used, the investigator should make extensive use of the Basic Interrogatives in eliciting information from a prospective source. These basic interrogatives are:

1. Who
2. What
3. When
4. Where
5. Which
6. Why
7. How

Each of the basic interrogatives demands a narrative answer. For example, it is better to ask, "When did you know John Doe?" than it is to ask, "Did you know John Doe?" Similarly, it is better to ask, "What was your period of closest association with John Doe?" than it is to ask, "Did you ever associate with John Doe closely?" One question demands that the source give a narrative explanation while the other question may simply be answered with a "yes" or "no" answer.

In order to get the most significant information available on John Doe's loyalty and suitability, it is suggested that sources of information be asked questions based on each of the following points:

1. Loyalty to the United States possessed by the subject
2. Foreign connections of the subject
3. The subject's integrity
4. Any radical political beliefs the subject may possess
5. The discretion of the subject
6. Subversive tendencies he may have
7. His moral character
8. His marital status
9. His use of intoxicants
10. His financial responsibility
11. His maturity
12. His emotional stability
13. His honesty

14. His trustworthiness
15. His involvement with law enforcement authorities
16. The type of association the source had with the subject
17. The source's period of closest association with the subject

The source should also be asked whether or not he would recommend the subject for a position of considerable trust with such and such a company. On all employer contacts, the dates of employment should be ascertained as well as information relative to the employer's willingness to rehire the subject. On all credit checks made, additional information should be obtained in regard to whether or not the source would be willing to extend further credit to the subject. Finally, each person contacted should be asked to supply the names and addresses of three more people who knew the subject. These people should also be contacted.

When running a personnel investigation by mail, space should be provided for the source's evaluation of the subject and for his comment. A self-addressed stamped envelope marked CONFIDENTIAL should be provided.

One excellent means of determining valid information by mail is through the use of a rating scale based on the first fifteen points of the seventeen points presented above.

Such a rating scale might look something like this:

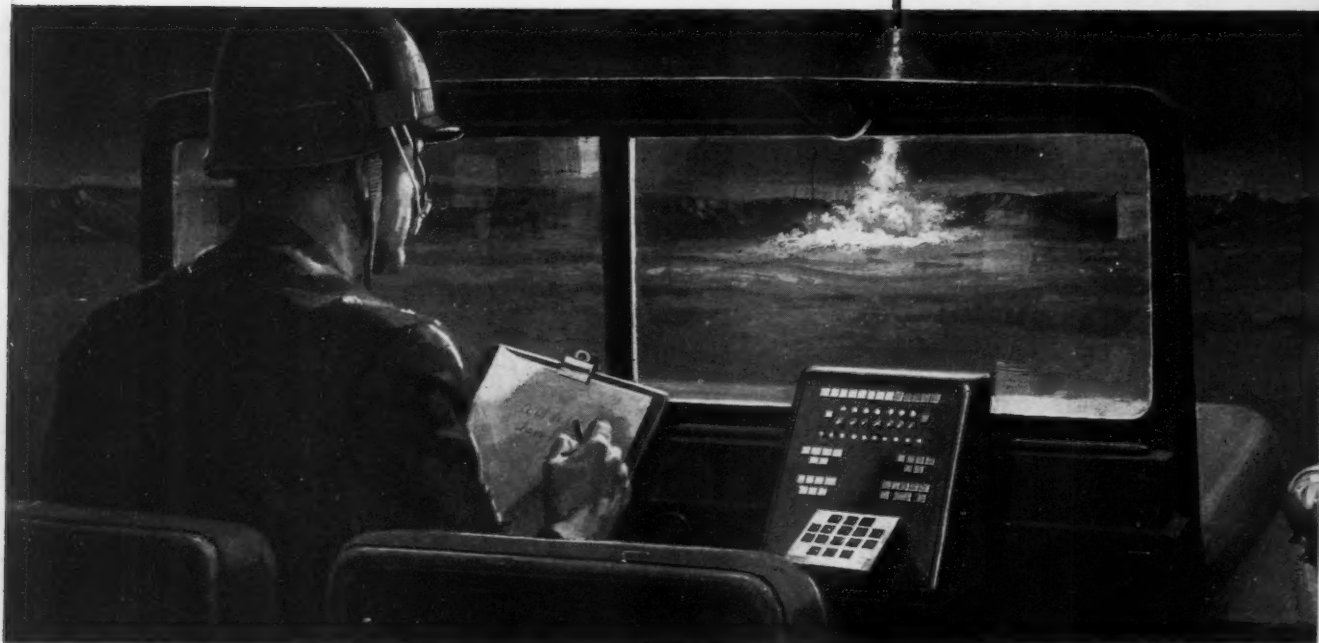
Would you please evaluate John Doe by checking the appropriate spaces.

	Superior	Excellent	Good	Fair	Poor
Loyalty to the United States					
Foreign Connections					
Integrity					
Radical Political Beliefs					
Discretion					
Subversive Tendencies					
Moral Character					
Marital Status					
Use of Intoxicants					
Financial Responsibility					
Maturity					
Emotional Stability					
Honesty					
Trustworthiness					
Involvement With Law Enforcement Authorities					

(Continued on page 36)

To assure a new order
of reliability

MICRO-MODULE EQUIPMENT



The micro-module is a new dimension in military electronics. It offers answers to the urgent and growing need for equipment which is smaller, lighter, more reliable and easier to maintain. Large scale automatic assembly will bring down the high cost of complex, military electronic equipment. Looking into the immediate future, we see a tactical digital computer occupying a space of less than two cubic feet. It will be capable of translating range, wind

velocity, target position, barometric pressure, and other data into information for surface to surface missile firings. The soldier-technician monitoring the exchange of computer data will have modularized communications with the other elements of his tactical organization. RCA is the leader contractor of this important United States Army Signal Corps program and is working in close harmony with the electronic components industry.



RADIO CORPORATION of AMERICA

DEFENSE ELECTRONIC PRODUCTS

CAMDEN, NEW JERSEY

SECURITY ASPECTS OF THE DEWLINE

By

JOHN H. MATTSON

*Security Administrator, DEW Line Project,
Federal Electric Corp.*



John H. Mattson, 33, has been the Security Administrator, for Federal Electric Corporation's DEW Line Project for the past three years. He has been involved in Security and Intelligence functions for eight years, part of which time was spent with the U. S. Army Counter-Intelligence Corps. He has attended the course of instruction at the U. S. Intelligence School at Ft. Holabird, Maryland, while with the Army and also completed the Industrial Security Management indoctrination course at the same school.

In order to give a clear picture of problems involved in maintaining an adequate security program at stations of the Distant Early Warning (DEW) Line, it would be well to start with a brief history of the web—why it was constructed, and why and how it is being operated and maintained for the U. S. Air Force by Federal Electric Corporation, the service organization of International Telephone and Telegraph Corporation.

Early in the 1950's the governments of Canada

and the United States became more and more aware that the security of North America was threatened. It was obvious that a relatively short route between the U.S.S.R. and North America was to be found over the Arctic Region. This route also has the advantage to an enemy of being over vast, unpopulated areas. Although the Arctic may seem worlds away from us, modern aircraft have brought it remarkably close. A jet bomber can travel from the Arctic Ocean to the large industrial centers of the United States, the mid-west, and the east in from four to six hours.

As a result of these apprehensions, a number of distinguished scientists were called together in the summer of 1952 to consider the problem. The group, which was referred to as "Summer Study Group," met at the Lincoln Laboratories at Massachusetts Institute of Technology. The scientists agreed that



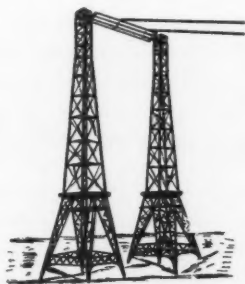
LONELY VIGIL—Isolated in the vast, snow-covered arctic land, far from the rest of the world, a station of the Distant Early Warning (DEW) Line searches the skies to alert North America in the event of an air attack across polar regions. When heavy arctic fog closes in, the self-sustaining stations are not accessible by air or by land for several days or weeks at a time.

in the event of a sneak air attack, every minute of warning time would be precious for counter-attack and for alerting the civilian population. They recommended to the United States Department of Defense that a massive Distant Early Warning System be established in the far North.

Many conferences were held in those early days. Exchanges of notes between the United States and Canada were effected and mutual agreements were arrived at as to where and how the Line would be constructed. The Line stretches over approximately 3,000 miles of wasteland from the west coast of Alaska to Baffin Island, Northwest Territories, Canada, far above the Arctic Circle. A new frontier was opened and a front line defense system soon became a reality.

The majority of elements of the DEW Line Project, in the construction phase, were classified. Many elements in the present operation and maintenance phase are still classified. How to establish and maintain effective security controls at many locations over a 3,000 mile front? It had to be done.

Coordination had to be effected between the U.S. Air Force and the Canadian Government. Security instructions had to be written. Conferences had to be held to formulate plans and procedures for establishing an adequate security program with as much continuity as possible attained, since so many stations were involved. The program had to be practical and effective, in order to maintain peak efficiency in the detection and reporting of enemy aircraft, which is the DEW Line's primary mission.



Liaison has to be maintained continually, between Federal Electric Corporation, United States Air Force, Royal Canadian Air Force, and the Canadian Department of Defence Production. Since two-thirds of the DEW Stations are located in Canada, the Canadian Government obviously has more than a passing interest in the security of this defense system. To my knowledge, no better cooperation and relationship has existed between two nations standing side by side in such a common cause.

INDUSTRIAL SECURITY, JANUARY, 1960



THE THREE WARNING LINES

The approximate locations of the three major systems are shown, superimposed on a sketch of the North American Hemisphere. The Pine Tree Line and Mid-Canada Line provide additional support to the DEW Line detection activities. These three lines and the off-shore "Texas Towers" together with radar ships and planes patrolling the coasts, form a protective electronic web around the North American continent. All detection and warning systems feed into a national communications network, which transmits information to an Air Defense Direction Center (ADDCC). The ADDCC then interprets the information and issues instructions for defensive action.

Present security requirements for all DEW Line facilities are prescribed by the Air Defense Command, USAF, with immediate supervision delegated to the 4601st Support Group (DEW) ADC, in coordination with the Canadian Department of Defence Production. In accordance with the provisions of the United States-Canadian Industrial Security Agreement, the Industrial Security Branch of the Canadian Department of Defence Production is responsible for security requirements for DEW Line facilities in Canada.

Administratively speaking, the DEW Line proper is comprised of six Sectors, with each Sector Headquarters located at the six main stations. The DEW Line is further broken down into the main stations with smaller stations known as auxiliary stations and intermediate stations. These stations have specific functions to perform in carrying out the primary mission. The same type detection equipment is being utilized at the main and auxiliary stations.

On the Line, each of six Sector Superintendents exercises operational control within his sector. He is assisted by a competent staff who are available to assist at the auxiliary and intermediate stations

within the sector. Station Chiefs at each station are responsible for the administration, operation, maintenance and *security* of the station.

Requirements are such that all personnel employed at DEW Line stations must be cleared. Since the majority of personnel manning DEW Line stations in Canada are citizens of that country, the Department of Defence Production of Canada has been assigned the task of clearing all personnel hired in Canada for DEW Line employment. A close relationship and coordination has been maintained and must be continued in the area of security between the Federal Electric Corporation and the Canadian Government. Security Clearances for United States personnel are obtained in accordance with the requirements of the Industrial Security Manual for Safeguarding Classified Information and other Air Defense Command requirements, as applicable.

An effective Security program at DEW Line stations must have the wholehearted support of agencies of both the United States and Canada. Obviously, we must recognize the need for operating



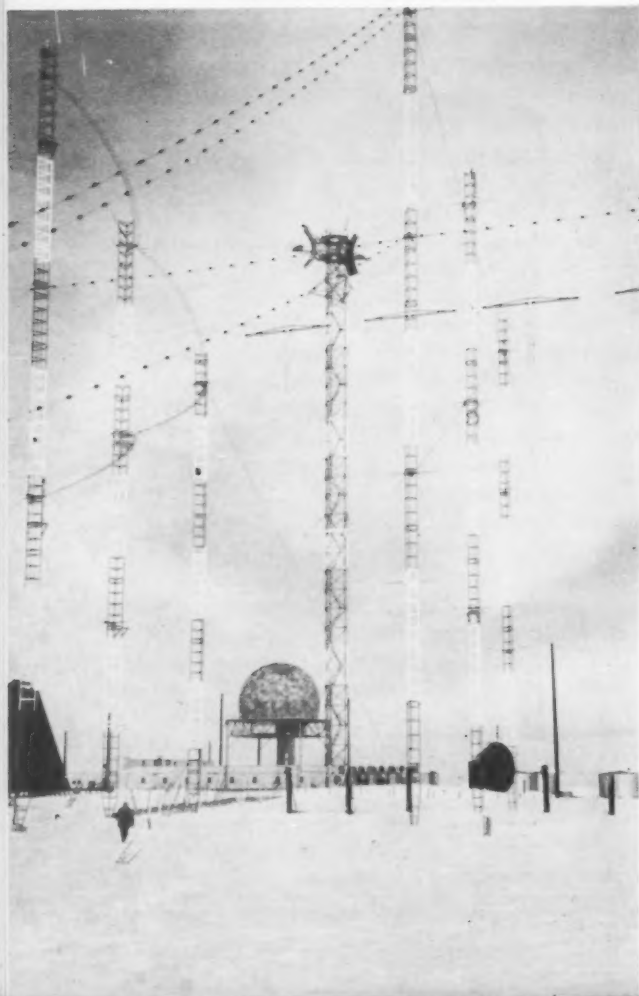
the Line at peak efficiency so that it may contribute to the optimum degree to the security of both countries and their citizens.

Except for the isolated location of DEW Line stations, the tools used in the safeguarding of classified information and the protection against espionage and sabotage is not too different from those employed stateside. True, the location and nature of the operation makes it possible to modify standard security practices in some areas and still maintain adequate controls at all times. This is where a continuing security education of assigned personnel comes into focus. Security instructions are written, self-inspection check lists are devised and frequent visits to the Line are conducted with one primary purpose in mind. That is, to instill in the minds of all operating personnel that to ensure that our operation is protected against anyone who may seek to undermine it, strict security rules and procedures must be practiced by all DEW Line employees.

Since this is a joint United States-Canadian operation and because of the far-flung location of the stations, DEW Line security is administered by Federal Electric Corporation from its headquarters in Paramus, New Jersey. Here, records are maintained of all security clearances, inspection reports, reports of serious incidents, etc. A centralized classified control center for the DEW Line project is also maintained at Project Headquarters. For a completely coordinated effort, we must maintain a centralized control regarding all security aspects at DEW Line stations. Obviously, this, many times, presents a difficult task. We must rely on our supervisory personnel on the Line to give us their complete cooperation in this regard.

VISITOR CONTROL—Except for a brief period during the summer months, DEW Line sites are accessible only by air. Some sites are only accessible by helicopter at best. The construction of the DEW Line has opened up the Far North to many activities. Visitors, many of whom are high ranking military or civilian personnel, have attained a new peak

DEW Line's Electronic Messengers





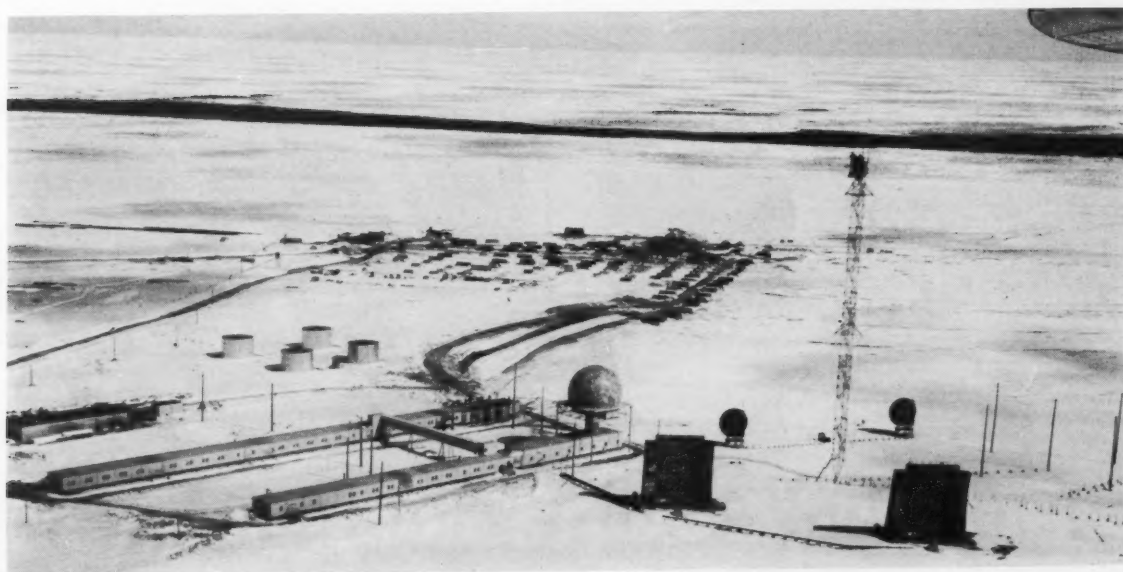
**A Typical DEW Line Main Station in
the Canadian Far North**

in travel experience. Many visitors have traveled to the Line in direct support thereof and many have visited in connection with various official projects inter-related with the DEW Line. With each trip to the Line, one never fails to be impressed and awed by the vastness and enormity of the Far North. Due to the many and varied types of visitors traveling to the Line, it became obvious that some means of control had to be maintained in this area for security purposes.

Since the DEW Line stretches across two countries, the United States and Canada, coordination must be effected, where appropriate. Federal Electric Corporation's DEW Line Project Headquarters maintains a central control point in this regard and notifies Line stations and staging offices of all impending visits to the Line. Initial coordination must be effected with the 4601st Support Group (DEW) ADC, and the Canadian Department of Defence Production as applicable with the exception of FEC and FEC sub-contractor personnel visiting the Line. Names of personnel, their security clearances, specific purpose of the visit and anticipated duration of stay at the station must be determined. Every precaution is taken to insure that every visitor to the Line has obtained official authorization for such visit.

Security controls continue upon the arrival of the visitor at the station. A badge and escort procedure is instituted as required. Precautions must be taken

(Continued on page 30)



Research or Retreat (Continued)

research that will, at the same time, educate both top management and the general public to the fact that ASIS has a broad perspective and can perform services that transcend the narrow definition of "security."

As it happens, of course, almost every facet of human activity is—or has become—a matter of "security"—since the Communist conflict managers are exploiting almost every instrument as a weapon. This, therefore, both increases the importance of accomplishing our goal and raises, at the same time, a more formidable challenge to our stated purpose.

It is equally obvious, I believe, that this is a matter which is going to require not only the best that ASIS can supply in resolving it successfully, but also, and perhaps more importantly, we are going to have to rely on sources outside of our Society for a large measure of aid and assistance. What is first required, therefore, is that ASIS begin to help itself in this research field. And then—to seek to attract others who may be interested—or who can be interested—in helping us.

To this end, in 1957, past president Albert T. Deere, of Dow Chemical Company, appointed an ad hoc Research Committee for ASIS, chaired by George H. Simpson, of International Business Ma-

chines Corporation, to begin exploratory work in this field. Richard J. Healy, of Thompson-Ramo-Wooldridge Corporation, upon his assumption of the presidency, asked the author to assume the chairmanship of this same committee, and accorded him a carte blanche as to his operations. To this ad hoc committee were appointed, in addition, the following men:

Virgil L. Couch
Director, Industry Office
OCDM
Battle Creek, Michigan

D. Milton Ladd
Former Executive Director, ASIS
Former Assistant Director, FBI
Geneva, Florida

John M. Fisher
National Security Manager
Sears Roebuck and Company
Chicago, Illinois

Stanley J. Tracy
Executive Director, Alumni Assoc.
The George Washington University
Washington, D. C.

Paul Hansen, Director
Industrial Security Division
Reynolds Metals Company
Richmond, Virginia

Dr. Benjamin D. Van Evera
Dean for Sponsored Research
The George Washington University
Washington, D. C.

In addition, the Executive Director of one of the outstanding established foundations in America was persuaded to act in the capacity of an unofficial consultant.

These men, recognizing the problem, met together to decide how best to grapple with it. They believed that as an ad hoc committee for a new professional society, which society was devoid of hall-

(Continued on page 26)

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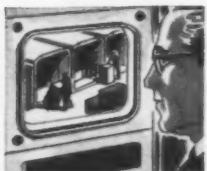
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Research or Retreat (Continued)

marks and catapulted into national prominence, they had to adopt a certain basic philosophy in order to live with their problem and to meet the Society's need. They found their inspiration in the words of J. H. Hildenbrand, Professor Emeritus, University of California, Berkeley, California, who wrote "Our main motive was curiosity, the exhilaration of discovery, and the fun of telling each other . . . what we were finding."¹ Dr. Hildenbrand, in this same article, also comments "A typical case is that of the little boy I like to cite. He said to his little sister, 'I have found out that there is no Santa Claus, and when I am older I am going to look into this stork business too.' You see, he had already begun doing what an eminent scholar once designated as the chief duty of a university, namely 'to investigate the discrepancies between actual phenomena and currently accepted explanations of them.'²

Somewhere—between those two points of view—lay the philosophy of the then ad hoc Research Committee. And, while the exact location of such a philosophy is perhaps indefinite, the inspiration is persuasive from either end of the spectrum expressed above.

Moving ahead, the committee decided certain basic limitations and objectives for their own internal guidance. They decided that ASIS should delimit the scope of the areas in which it should engage in research. They decided to sponsor a research effort which is related to the field of security:

1. In the area of the Society's interests
2. In the interest of good government
3. In the interest of the public
4. In the interest of industry and educational institutions.

They then adopted the following precis as the definition of their initial and basic functions: The functions of the Research Committee shall include the following responsibilities:

1. Suggest and collect problems for research
2. Develop research projects from problems selected
3. Determine the best means of accomplishing the selected projects
4. See the selected projects to completion using the means established in 3. above.

The committee then moved to consider the com-

¹"Motivation of the Top Level Students Who Enter the Research Field," from *Research is People*, 1956, published by the Industrial Research Institute.

²Ibid.

(Continued on page 28)

INDUSTRIAL SECURITY, JANUARY, 1960



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Research or Retreat (Continued)

mittee structure as the control vehicle for ASIS research. They decided that this committee:

1. Should be a permanent operating committee of ASIS.
2. Its members should be appointed by the president for staggered four-year terms for purposes of continuity.
3. Should be allowed to elect its own officers and prescribe its own rules.
4. Should be authorized to suggest to the Board a list of qualified candidates for the position of Research Director and such other staff members as shall prove to be necessary.

These and various other policy considerations were then submitted to the Board of Directors of ASIS. The Board adopted these suggestions in early 1959 transforming the ad hoc committee into a standing committee and clothing it with full power as the executive agent of the Board to undertake the ASIS research effort. Moreover, the Board allotted a small sum of money to the committee to begin its work.

We have now established the nature and extent of the problem facing ASIS in the research field, and have discussed the vehicle through which ASIS hopes to harness and control its research efforts, in order, as Paul Hansen said, "that the mundane might be surmounted by the modern by . . . our recognizing progress and utilizing vigor and foresight."

Having now tried to enlighten the reader upon "the who, the what and the why," let us next consider "the when" of ASIS research. To do so, we can only reduce the answer to the equation: $W = M$ — i.e., "when" is equal to "money" required to engage in proper research.

The ASIS leadership has been hopeful that the Society would grow in membership to such an extent that it could fully fund its own research projects. But, membership growth has slowed considerably in comparison to the abysmal void and the apparent lack of ready answers. Consequently, we still are not at the place where our revenues from membership and advertising will keep the headquarters and the magazine operating on a break-even point, much less show a profit. In addition, because of this factor, we have not attained the enviable position of our sister societies. For example, the Institute of Internal Auditors, takes the profit from its annual conventions and utilizes that money to underwrite its varied and comprehensive research program.

What then is the answer to this need for funds?

The answer as it now appears to the author is for the committee to constitute itself principally as a fund raising entity at its inception. And this is not altogether an inviting prospect. Still, according to the "Philanthropic Digest" of February 18, 1959, the American Association of Fund-Raising Council, Inc., in its 1959 edition, estimates total American philanthropy reached a new high of approximately \$7.1 billion in 1958, contributions having increased by 5.97 percent over the previous year.

Along side this is the fact that industry is aware of its growing responsibility in the field of philanthropy. The National Industrial Conference Board, in a letter to its members by John D. Sinclair, its president, recently stated, "The ever-increasing stream of pleas for company funds presents vexing problems for management. Hence, the Conference Board has scheduled a fourth Management Seminar on company contributions . . . Companies are developing improved types of controls to insure that their contributed dollars perform maximum service . . . Industry is beginning to express a preference for types of aid other than the traditional scholarship and restricted grant program."

It is in this field that the committee must move in 1960.

At the same time, we must evolve and frame a series of suitable questions for research, and more importantly—we must *begin* actual research, on a limited scale—underwritten by ASIS funds, to be able to say to potential donors, "We are helping ourselves" and "we are presently engaged in research." To this end, we shall initially look to our members in, and the faculties of, the various universities and colleges which offer industrial security courses, in the hopes that small grants-in-aid will assist in the publication of some suitable papers by various instructors or professors who require only limited assistance for publication. From this limited prospect, the committee hopes to grow.

That there may be no confusion on the point, the author would say here that the Research Committee per se, does not intend to, or have any actual plans to usurp the responsibilities or functions of other committees in the field of research. A committee—for example—the Physical Security Committee is to do its own research in its own subfield, and this is equally true of the other operating committees having charge of or supervision over a given phase of industrial security. The Research

(Continued on page 43)

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Security Dewline (Continued)

to insure that visitors do not obtain access to classified information except within the scope of the expressed purpose of the visit. Coordination must be effected between DEW Line station chiefs and supervisors of other projects located within close proximity of the station. While in most cases, we do not provide direct support to these projects, consideration has to be given to emergencies as they arise.

There are also definite laws governing the local Eskimos and their relationship to the DEW Line. Eskimos are being trained and many of them are employed by Federal Electric Corporation on the DEW Line Project. In Alaska and the Canadian Far North, much has been accomplished in this area.

There is a so-called "Rule of the Far North" which states that emergency shelter to casual or unannounced travelers in need of aid cannot be refused. This is a hard and fast rule from which we have not deviated. In order to maintain adequate security control in this area, a requirement has been established whereby a report is prepared in connection with unannounced visitors to the DEW Line. These reports are prepared in all cases where no



official notification has been received by the station from the DEW Line Project Headquarters. All reports of such visits are coordinated with the Industrial Security Branch, Department of Defence Production, Ottawa, Canada, where they occur on Canadian soil. It is a case of all concerned being kept informed of all such occurrences for promulgation of appropriate action, as required.

Yes, today, the Air Defense network spread across the vast, previously uncharted areas of the Far North plays an important role in the protection of our cherished liberties. In attempting to provide continuous and adequate protection for the network, the Security Administrator is confronted with many unique problems.

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Communist Illusion (Continued)

Yet, in their goal of a world-wide stateless, classless, godless society, the communists are pursuing an illusion. It is an illusion because man, by nature, is meant for diversity, creativeness, freedom, change, and growth. No monolithic, static, standardized, totalitarian world-communist society can provide the proper climate. It is also an illusion because man's origin, purpose, and destiny are intelligible—a fact communist society ignores.

If this communist illusion can inspire such intense communist energy, should not our obviously superior way of life, rooted in the realities of human nature, stimulate at least an equal measure of dedication in our adherents? The answer is yes—provided that the individual citizen realizes the specious nature of communism and is firmly grounded in the principles and traditions of our Nation.

PSYCHOLOGICAL PRESSURES

Our way of life is so far superior both spiritually and materially, to communist totalitarianism that, until recently, we assumed that our citizens did not need any specialized knowledge or training to withstand communist psychological pressures. This

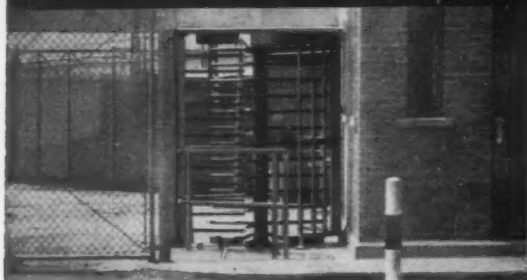
somewhat naive presumption was abruptly dispelled during the Korean War. In military combat on the battlefield, the men of our fighting forces acquitted themselves admirably. Unfortunately, however, in the individual, personal, ideological conflict with their communist captors, some American prisoners of war capitulated. The majority of these who collaborated with the Chinese communists were unable to resist communist indoctrination by practitioners skilled in the technique of the Big Lie.

DISTURBING REPORT

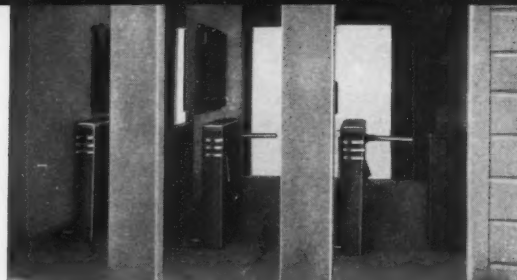
A five-year study of the conduct of American prisoners of war during the Korean conflict was made by the United States Army. The findings of this study are disturbing.

Almost one out of every three American prisoners of war collaborated to some degree with the communists. This collaboration included broadcasting anti-American propaganda, writing articles praising life under communism, "confessing" to the use of germ warfare, and signing peace appeals and other communist petitions. Seventy-five prisoners of war agreed to become communist spies and accepted espionage assignments in this country. Twenty-three

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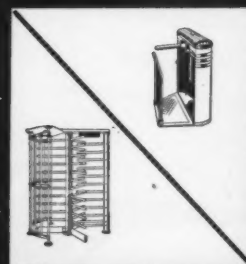


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originally chose to remain in Communist China rather than to return to the United States.

The study also disclosed that there was, in the morale of some American prisoners of war, a breakdown which reached almost wholesale proportions. A number of soldiers informed on one another and fraternized with the enemy. The death of some American prisoners could have been prevented if they had not been completely neglected by their fellow captives. Not one American prisoner of war succeeded in escaping. That American military personnel collaborated at all is difficult to understand. Even more disturbing are the extent of the collaboration and the casual attitude of those who were guilty.

CODE OF CONDUCT

As a result of the study, President Eisenhower, in August, 1955, promulgated for members of the Armed Forces a Code of Conduct specifying the duties and obligations of our fighting men. The report of the special committee which had recommended the adoption of this code pointedly revealed:

"The uninformed P.O.W.'s were up against it. They couldn't answer arguments in favor of Americanism because they knew very little about their America. . . ."

BEHIND THEIR FAILURE

The report concluded that our Armed Forces had not adequately prepared their men for the rigors of communist indoctrination. It looked behind this failure, however, and stressed that our homes, schools, churches, and patriotic organizations must also assume greater responsibility in educating Americans in the principles which underlie our democratic way of life. The importance of such an affirmative long-range educational program is borne out by the special committee's finding that, in many cases, our fighting men were at a disadvantage because they knew less about the ideals and traditions of their own country than did their communist interrogators.

EXPOSURE AND EDUCATION NECESSARY

The behavior of these prisoners of war was less an individual failure than it was an indictment of a society which had not prepared them adequately for their head-on collision with communist indoctrination. All Americans must share some responsibility for the conduct of these prisoners of war. More important, we must not ignore this forceful example of the impact of communist psychologi-

cal pressures. Our continued survival may well depend upon the action we take now to insure that all citizens, not only military personnel, are fortified against the continuous communist ideological assault.

We can defeat communist ideology and—at the same time—reinforce the structure of our own democracy by the combined process of exposure and education.

LEGISLATIVE INQUIRIES

The illusions of communism cannot withstand the penetrating light of truth. For a number of years, congressional and state investigations of communism, essential for the consideration of legislation, have focused the pitiless glare of publicity on many phases of communist activity. The reports of these investigative bodies are readily available and include detailed information regarding the activities of the Communist Party, USA, throughout the country.

The Committee on Un-American Activities, U. S. House of Representatives, has issued a convenient "Guide to Subversive Organizations and Publications." This is a listing of the various organizations cited by the Attorney General of the United States, as well as other organizations and publications found by congressional or state investigative committees to be communist dominated. The introduction to this publication consists of a brief historical review of communist front group activity, an explanation of the methods by which communist front groups are established, and a set of criteria to assist in detecting them.

The effectiveness of these investigative committees in exposing the aims, principles, and methods of communism can best be measured by the bitterness and the intensity of communist attacks upon them, as well as by the continuous communist campaigns to abolish them.

EYEWITNESSES

Former communists are also victims of communist vituperation because of the important role they play in exposing the true nature of communism. Many of these persons, after renouncing communism, have testified before courts, administrative hearings, and investigative committees. Through books, articles, and lectures based on their firsthand knowledge, they have helped to alert the public. In addition, their testimony has provided valuable evidence which has enabled the Government to prosecute communists who violate our laws. By these actions, many former communists have not only rehabilitated

themselves but have made a substantial contribution to the security of all Americans.

DUAL-PURPOSE EDUCATION

Every exposure of communism's false premises, inherent contradictions, deceitful tactics, and empty promises helps to shatter its ideological appeal and to fortify against its psychological pressures.

But, in this struggle for men's minds, exposure alone is not enough. Exposure must be complemented by a long-range educational program with a dual purpose. This program must encompass, not only a penetrating study of communism, but also a thorough grounding in the basic principles of our individual freedom under law.

INSTRUCTION AND STUDY

Each year, more colleges are offering courses which present a critical analysis of the theory and practice of communism. In at least one college, a course of this type is compulsory. Books contrasting communism with democracy are now being published for use in our high schools. This academic instruction can be supplemented by individual study of the wealth of anticommunist material available as well as by widespread participation in group dis-

cussions and public forums. This program of education in communism must not, of course, constitute or be confused with the advocacy of communist doctrine. It can and should be limited to a critical study of communist principles and tactics and the materialistic philosophy underlying them.

A WORD OF CAUTION

Knowing what communism really is and how it operates will also help us to avoid the danger of confusing communism with legitimate dissent on controversial issues. Communism feeds on social ferment. On both the local and national levels, the Communist Party, USA, is continually exploiting social, economic, and political grievances for its own tactical purposes. For this reason, the "Party line" will frequently coincide with the views of many noncommunists on specific issues. We must not, therefore, indiscriminately label as communists those whose opinions on a particular question may, on occasion, parallel the official Party position. We must also guard against the tendency to characterize as communists those who merely disagree with us or who advocate unorthodox or unpopular beliefs.

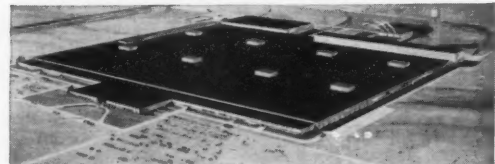
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munist, it not only constitutes an injustice to the individual, but also helps communism by diffusing the strength of anticommunist forces. In combatting communism, we must beware of vigilante action. The responsibilities of citizens are to be certain of the facts and to report these facts to the proper authorities.

DEVELOP DEMOCRACY

Knowledge of the communist enemy is only the first phase of the battle. This knowledge must be augmented by a continuous revitalization of our own inherently superior strength through the practical, daily exercise and development of our democratic principles. Too frequently, emphasis is placed on acquiring in understanding only of the mechanical functions of our Government, such as elections, the enactment of legislation, or judicial review. This knowledge, important as it is, becomes a mere collection of sterile facts without a deep appreciation and a continuing awareness of the reason for the very existence of our form of Government—the freedom of the individual under law. Without the realization of this fundamental philosophy of freedom, such basic individual rights as freedom of speech, press, and religion are taken for granted. Forgotten is man's bitter fight through the centuries to wrest these freedoms from tyranny.

LOCAL INITIATIVE

The exercise of these individual freedoms, which we often take for granted, is largely responsible for our Nation's reputation for getting things done. Many of us have seen, or have even participated in, programs for community improvement promoted by private organizations and civic groups. Recognizing a specific problem which required cooperative action, and sparked by individual initiative, whole communities have organized, for example, to attract new industry, to eradicate blighted slum areas, to eliminate racial tensions, or to improve educational opportunities. Public officials, religious leaders, representatives of business, labor, and the professions, realizing a common interest, have fused their energies and, in many cases, have literally transformed their communities. Significantly, however, while many of the problems these communities faced were similar, there was no set pattern in the solutions which were devised.

Just as specific local problems and resources have determined the nature of the response, so too any organized program to immunize a community against communist penetration must be tailored to prevailing local conditions. All that is required is

imagination, resourcefulness, and some personal sacrifice coupled with the will to inspire positive action to combat communism and to strengthen democracy at the community level.

LAW AND FREEDOM

In the State of Florida, for example, the Bar Association developed a lecture program on the theme of the advantages of democracy over communism. These lectures are given to high school students throughout the state by specially trained practicing attorneys. The speakers outline how our Government operates, what must be done to keep it functioning effectively, and why it is superior to the Soviet system. All of the lectures given under this program stress the duty of each citizen to interest himself actively in public affairs. The American Bar Association, in cooperation with the American Heritage Foundation, annually observes Law Day with ceremonies throughout the country to contrast the Rule of Law in our country with the rule of fear in communist nations.

VETERANS AND AMERICANISM

To offset the Communist Party's celebration of May Day, the Veterans of Foreign Wars sponsor an annual Loyalty Day parade in New York City. At its Indianapolis headquarters, The American Legion maintains an Americanism Commission, which provides information about communism to the public.

RELIGION AND TRUTH

Individual religious faiths have held training classes for members of trade-unions who are actively opposing communist attempts to infiltrate the labor movement. The interdenominational Foundation for Religious Action in the Social and Civil Order, of Washington, D. C., has been organized to stress the importance of religious truth in the preservation and development of democracy. Its goal is to unite all who believe in God in the struggle against atheistic communism.

EXHIBITS AND KNOWLEDGE

The Assembly of Captive European Nations prepared a large photographic exhibit featuring scenes of communist domestic terror and Soviet imperialism. Sponsored by the AFL-CIO and other organizations, this dramatic exhibit was shown in a number of our larger cities, as well as in cities abroad. The Freedom Train, which toured the United States with such documents as the Constitution and the Declaration of Independence, gave

(Continued on page 44)

Company Personnel (Continued)

Such a rating scale is an extremely good technique in determining *degree*. Development of any unfavorable information at all would make it imperative to contact the source by phone or in person to get better information and to make a final determination. For this reason, the source should be asked to include his phone number in a provided space.

The company personnel investigation will have to be adapted and modified to the needs of the individual company. No company should attempt the development of such a program unless it can follow through by personal or telephone contact on derogatory information. Evaluation of the investigations should be made by a mature person who has experience or knowledge relating to favorable and unfavorable evaluations of government-conducted clearances.

Because such an individual is not always readily available to the security staffs of all companies, one solution to this already perplexing problem is the formation of a new, central agency supported



by business and industry. This agency would have as its primary responsibility the development of a nation-wide investigative service that could be used by all of its members. Such an agency should be a non-profit organization. It could be staffed by former government and military investigative personnel who have knowledge of the requirements necessary for security clearances. This agency would greatly enhance the smooth operation of necessary industrial investigations and significantly contribute to the welfare of the business or industry, and to the welfare of the nation.

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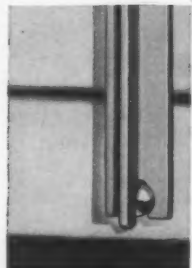
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USING experience gained in local Civil Defense projects, Ray and Nick have set up a program tailored to H. O. needs

D.O.C. PRESCRIBES

an ounce of prevention

How many times have you heard an old-timer announce rather wonderingly, "Ya' know, you hardly ever hear of a death from smallpox or diphtheria anymore?" Unlike him, we take for granted that these diseases, which once ran unchecked, have been nearly eliminated by the almost universal application of preventive medicine. Now, the Companies are beginning another sort of preventive medicine through a non-medical "doc" which could have equally as important an effect on Companies people.

The letters D.O.C. stand for Disaster Organization and Control, a program now being established to protect Companies people should any sort of disaster occur. Under the direction of Nick Erkman and Ray Nielson, Policy Service, the plans for the protection of Companies people and property began taking shape early this year. Both Nick and Ray are active in Omaha's Civil Defense Program and took part in zoning the city for the establishment of a city defense organization. By applying the knowledge and experience they gained in local and national programs, they were able to develop a Disaster Organization and Control Program tailored specifically for the Home Office.

"About the first tangible accomplishment under the program," says Nick, "was the establishment of

a Disaster Organization and Control Staff committee. The members of the committee," he continues, "were drawn from those areas most immediately involved in a disaster plan which include Health Service, Personnel, Building Service, and Planning." This committee worked with Nick and Ray in developing the program.

The next step was the beginning of a Companies first aid program. Through the American Red Cross, an instructor was provided to teach a Red Cross First Aid Instructor's Course. This course trained 13 Companies people as first aid instructors. These people will, in turn, teach others the principles of first aid treatment. The first of these courses taught by Companies personnel began July 9.

"Before any sort of disaster plan is useful," says Ray, "a reliable means of notification must be established. To accomplish this, the Civil Defense siren on the roof of Building Three has been wired to a light by the Companies switchboard." This, along with a radio tuned to Conelrad frequencies, will give the Companies telephone operators immediate warning.

"Floor directors and lieutenants have been named for each floor," Ray continues. "These people will be in charge of their specific areas before, during

A new program gives Companies people added security



and after an emergency. The program is designed to safeguard Companies people and property in any sort of disaster whether it be a national disaster such as war, a natural disaster like a tornado or an internal disaster such as a major accident within the building."

As an example, in the event of war an air raid might strike Omaha. If this should happen, the switchboard operator would be notified that the warning siren had blown by the light by her board. She would be alerted and would be able to notify key personnel even if the power had failed, since an auxiliary generator is available in case of emergency. After notifying the key members of the plan, she would learn the exact nature of the alert from information given over the Conelrad radio. When the nature of the alert is known, a key plan member would announce the alert over the public address system which is also wired for operation on auxiliary power.

If the warning is given two hours ahead of time, the building would be evacuated according to routes established for each floor section. Once outside, Companies people acting as parking-lot police would help you leave the lot in your car in the shortest possible time. Another group, the Security Patrol,



THIRTEEN Companies people have completed the Red Cross First Aid Instructor's Course. Now they are eligible to teach others in the H. O. the techniques of first aid.

NICK AND RAY coordinate the implementation of the program with D.O.C. Staff Committee. Committee members are Harold Ulfers, Bill Murphy, Pearl Hundahl, and Dick Stivers.

would safeguard the property remaining in the building.

If we are not given enough advance warning to allow evacuation, steps would be taken to minimize the danger for personnel in all areas of the building. Specific individual action is outlined in the *clip-out booklet opposite*. After the immediate danger had passed, trained personnel would be on hand to take care of any injuries and to assure that you would be able to leave the building in the shortest possible time. Naturally, in the event of a war situation rather than a natural disaster, it might be necessary for you to remain in the building for as long as several days. Plans are now underway to assure that even in this extreme situation you would be provided with the best possible protection.

One of the surest ways to gain maximum protection under the Disaster Organization and Control program is to become familiar with the procedures outlined in the clip-out booklet. In this way, should a disaster strike, you will already have the general procedure in mind and will know what you should do. *Probably the most important thing is to remain calm during an emergency and to cooperate with the people assigned to the program.* This is much easier to do when you know what is expected of you.



THE CIVIL DEFENSE siren on the roof has been wired to a light beside the Companies switchboard. This assures that we will be alerted whenever the siren is blown.

To keep better in mind where you fit into "doc's" program, you may wish to clip out the booklet on this page and keep it as a reference. It will show you where you fit into the program, who is in charge of your specific area, and provide you with a guide as to the individual action you should take for your protection.

The Companies are among the first in the Midwest to provide "doc's ounce of prevention." Already, many others are taking steps to follow our lead. In the future, it is expected that various local industries may join together in training, organizing and developing disaster programs and techniques. All of us, of course, hope that "doc's" preventive medicine will never have to be put to the test, but we have the assurance that the Disaster Organization and Control Program will be ready to help us should we need it.

General Instructions

Should a natural or a national disaster occur, certain established rules and instructions must be followed for the safety of all personnel. The type of action to be taken varies with the amount of advance warning time given.

Two Hour Warning

Under these circumstances, the building will be evacuated in an orderly manner using the established evacuation routes. Save your running for outside—where you won't endanger others.

15 Minute Warning

On such short notice, there will not be time for evacuation. It is safer to remain in the building than to be caught outside when the disaster occurs. The following steps should be followed to reduce the possibility of injury:

1. Remove as many objects of danger as possible from the immediate area and store in desk.

Typewriters should be put away. Pin bowls, ink wells, etc., are dangerous when flying about. Dictating machines should be placed on their sides to prevent rolling. All blinds should be drawn to reduce flying glass.

2. Take sitting position in the kneehole of your desk, head resting on knees or cradled in the palms of your hands.

If a desk (or similar protection) is not available or practical, secure a position of safety in a prone position along an inside wall.

3. Remain in this position until advised by the disaster control floor director that the immediate danger has passed.

4. After the immediate danger has passed, remain in the area of your work station until advised by the floor director to proceed elsewhere.

5. Above all, cooperate with the disaster control workers. They have been trained in their jobs and know what to do.

Floor Directors and Lieutenants

CHIEF FLOOR DIRECTOR: Pete Kuebel

Ground Floor

DIRECTOR: Phil Forehead
LIEUTENANTS:
Building 1—Helen Weibel
Building 2—Earl Nelson
Building 3—Jack Petersen
Cafeteria—Tracie McCoy

First Floor

DIRECTOR: Howard Olson
LIEUTENANTS:
Building 1—Bill Ryan
Buildings 2 & 3—Dick Spetman

Second Floor

DIRECTOR: Warner Moss
LIEUTENANTS:
Building 1—Paul Schneider
Building 2E—Frank Martin
Building 2W—Sam Salerno
Building 3—Frank Parks

Third Floor

DIRECTOR: Ren Bukacek
LIEUTENANTS:
Building 1—Tom Selze
Building 2E—Jack Hess
Building 2W—Earle Huddleston
Building 3—Leola Brodston

Fourth Floor

DIRECTOR: Don Junge
LIEUTENANTS:
Building 1—Pat McNally
Building 2E—Don Whitney
Building 2W—Bob Broghammer
Building 3—Robert Paulsen

*Your help
is needed . . .*

ALTHOUGH THE Disaster Organization and Control Program is well underway, there are parts of the total program still to be organized. When the program is complete, it will consist of these major units:

First Aid Instructors

First Aid Teams

Radiological Detection Units

Fire and Rescue Teams

Security Patrol

Floor Directors

**Damage Survey and Repair
Teams**

First aid instructors have been trained, and a program is started to train members of the first aid teams. Floor directors and lieutenants have been assigned. The remaining parts of the program are being implemented as soon as equipment is available and the training of personnel can be accomplished.

The training and experience which you would receive in any part of the program could serve a two-fold purpose. First, as a part of the Home Office organization, you would be serving your fellow employees. Second, the training and experience you gain would serve you in any sort of emergency whether at work or at home.

Local and national agencies as well as the Strategic Air Command at Offutt have offered their services in helping the Companies train people to take part in the program. Because of this, we can be sure that the training will consist of the latest techniques in each area.

If you have had experience, or if you wish to acquire training and experience in any of the areas which make up the Disaster Organization and Control Program, contact your floor director as listed in the clip-out booklet.

Fifth Floor

DIRECTOR: George Lebens
LIEUTENANTS:
Building 2E—Cliff Miller
Building 2W—Vince Ehrhart
Building 3—Don Larson

Sixth Floor

DIRECTOR: Don Schwieger
LIEUTENANTS:
Building 2E—Lenore Carey
Building 3W—Clover Devereux
Building 3—Lacy Cox

Seventh Floor

DIRECTOR: Ray Haney
LIEUTENANTS:
Building 2E—Ralph Schellingner
Building W—Cliff Ridenour
Building 3—Tillie Miller

Eighth Floor

DIRECTOR: Gene Brown
LIEUTENANTS:
Building 2E—Frank Wylie
Building 2W—Jude McGargill
Building 3—Jim Skinner

Floors 9, 10, 11 and 12

DIRECTOR: Dick Raschke
LIEUTENANTS:
Ninth Floor—Rose Rogie
Tenth Floor—Marie Nefie
Twelfth Floor—Gladys Hanna

Prepared

by

the

Disaster

Organization

and

Control

Committee

Nick Erkman

Ray Nielson

Coordinators

THE

SAFE

WAY

A disaster control plan
for the safety of
Home Office Personnel

Mutual OF OMAHA

United OF OMAHA

Legal Powers (Continued)

courage the officer's opponent to use his gun if he has one or to attempt to get possession of the officer's gun. Many officers have been shot with their own weapons. The third of these rules is also designed to meet a legal requirement. Excessive force in the circumstances is always illegal. Last of these four simple rules is a recognition of the fact that shooting to injure in a combat situation is practically an impossibility. In the heat of a pistol battle, any man is fortunate even to hit his opponent. The risk of attempting to wound is entirely too great, especially in the extreme situations in which the gun would be used under these rules. It goes without saying that these are rules for use of the service revolver. Different rules would be necessary for the use of rifles, shotguns, and submachine guns.

This discussion of arrest without a warrant would be incomplete without a few words concerning detention not amounting to an arrest. Generally speaking, a citizen cannot be detained against his will legally without being arrested and charged with a specific offense.³³ None of the several exceptions to this rule in favor of peace officers apply to private citizens.³⁴ The only detention without arrest which is authorized for private citizens is that incidental to prevention of theft or recapture of private property. As has been mentioned above, this right is limited to the time of theft or immediately thereafter. It cannot be exercised after the lapse of any appreciable length of time.³⁵ Of course, the subject may consent to remain with the officer to discuss the situation, but this is not a detention. In such cases, however, the subject may later assert that he was in fact arrested and may be able to convince a jury hostile to a large company of this view. As a result, detention without arrest should be discouraged.

SELF DEFENSE. As in so many other areas of the law, there is disagreement as to the rules governing use of fatal force in self-defense.³⁶ A plant protection officer does have the right of self-defense short of using fatal force when he himself is free from fault providing three conditions are met:³⁷

1. He reasonably believes as a result of the conduct of the other person that the other is going to commit a battery upon him or unlawfully imprison him.
2. He uses defensive force which is reasonable in

³³Cf. I ALEXANDER, *op. cit. supra* note 15 at 346.

³⁴These are the ancient common law "masked rider" and "night walker" cases and the modern statutory authority given to traffic officers, wild life protectors, etc.; Cf. N.C. GEN. STAT. ANN. § 20-183 (1953).

³⁵CLARK AND MARSHALL, *op. cit. supra* note 2 at 443.

³⁶For an excellent general discussion, see PERKINS, *op. cit. supra* note 7 at 883-909.

³⁷PERKINS, *op. cit. supra* note 7 at 886.

view of the harm which it is intended to prevent.

3. He reasonably believes that he cannot avoid the threatened harm without using the defensive force or giving up some right or privilege.

Fatal force is never privileged in defense against non-deadly force.³⁸

Disagreement on the use of fatal force in self-defense centers on whether there is a duty to utilize a safe avenue of retreat if one exists rather than resort to fatal force. Some writers argue that there is no duty to retreat if the person attacked is free from blame and is where he has a legal right to be.³⁹ Others assert that there must be retreat rather than use of fatal force unless the person attacked is in his home or unless the assailant is a would-be robber or a person he is lawfully trying to arrest.⁴⁰ The last exception to this retreat rule protects plant protection officers when attempting to make an arrest. However, out of an abundance of caution, plant protection supervisors should establish a policy that their men should retreat rather than use fatal force in an affray arising out of a mere civil trespass. This does not mean that the trespasser need go unpunished. His identity can usually be established and recourse sought later in the courts.

EMPLOYEES AND OTHER INVITEES. All of the situations discussed thus far involve strangers to the company employing the plant protection officer. A different set of rules may apply when the subject is an employee or invitee of the company. There is no special law enforcement power vested in a business organization against its employees. Special rules regarding detention and search of the person, lunch box, locker, automobile or home of the employee may be established by contract. This contract may be the contract with a union representing the employees, or may be with individual employees.⁴¹ This is a matter of company policy to be established by top management with the advice of the legal staff. Where such agreements exist, plant protection personnel must be careful not to exceed their scope. Similar arrangements may be made by a company with visitors, consultants, and other invitees although such instances are relatively rare.

II. Powers of Industrial Plant Protection Officers As Deputized Law Enforcement Agents Enforcing Public Law

There is no general agreement on whether to deputize industrial plant protection officers as public

³⁸Etter v. State, 185 Tenn. 218, 205 S.W. 2d 1 (1947).

³⁹PERKINS, *op. cit. supra* note 7 at 895.

⁴⁰*Id.* at 899.

⁴¹DAVIS, INDUSTRIAL PLANT PROTECTION 43 (1957).

law enforcement agents. One author lists the following three advantages of deputized agents:⁴²

1. The officer with recognized police authority has better grounds on which to make an arrest than a private citizen.
2. Such an officer also has a more satisfactory relationship with the local police body from which he may be deputized.
3. Defense Production Security Agencies strongly urge plants with classified military production to have their plant protection officers deputized.

Only the last of these points seems particularly persuasive and, if the company has contracts which come under the provisions of these regulations, will doubtless be determinative.

It would seem that a fairly strong argument could be made against the deputizing of plant officials where the defense aspect is not determinative. There is little which these officers cannot do as private citizens on company property to protect company interests which they could do when deputized. The advantages seem to lie primarily in greater powers when off company property. The exercise of public law enforcement powers away from company property by company officials might very well be resented by the community. The resultant loss of good will might do more harm than could be offset by the gain in assertion of company rights.

There is one obvious advantage of deputizing in arrest situations. A public law enforcement officer has greater powers of arrest and detention than does a private citizen. For example, a public police officer may arrest for a felony which he has reasonable grounds to believe has been committed if he has reasonable grounds to believe that the subject committed it.⁴³ This means that the policeman may make two honest and reasonable mistakes where the private citizen can only make one. The public police officer may usually also arrest for any misdemeanor committed in his presence, whether or not it involves a breach of the peace.

Public law enforcement officers have the right to detain persons found in suspicious circumstances late at night until such persons give a satisfactory explanation for their whereabouts. Such persons were called nightwalkers in the ancient law. This power is not granted to private citizens.

If a decision is made to deputize plant protection personnel, they may be made deputy city policemen in many states if the plant lies within the limits of a city. If the plant is in a rural area, the officers

can be made deputy sheriffs. In either case, the statutory procedures for appointment as deputies should be closely followed. These statutes vary considerably from jurisdiction to jurisdiction.⁴⁴ One procedure common to most is bonding.

Two powers which plant protection personnel would have as deputies which they do not have as private citizens in addition to those in connection with detention and felony arrests are the power to take law enforcement action anywhere in the county and the power to execute court process, primarily search warrants.

Since plant protection personnel are primarily responsible for protection of company property rather than for enforcement of public law, the added power upon being deputized to arrest for felonies would not seem to be too important. Nor does the added requirement that a misdemeanor involve a breach of the peace before arrest can be made without a warrant seem to place an unbearable burden. Any destructive act of violence against company property does involve a breach of the peace. Probably the most frequently encountered misdemeanor which would not be petty larceny. Such cases do not involve emergencies and would seem to be properly handled by the swearing out of arrest warrants which could be served by public law enforcement officers. Execution of public law enforcement functions by plant protection personnel out away from company property is of questionable wisdom, as has been suggested above, and would also seem to be adding another unnecessary duty to what is usually an already undermanned force. Until more powerful arguments than those currently found in the literature are advanced, the value of deputizing plant protection personnel where not required by defense regulations seems doubtful.

III. Liability of Employers for the Acts of Protection Personnel

Under the law of agency, the employing company is responsible for the actions of plant protection personnel.⁴⁵ This does not mean that the officer himself is not liable. Usually the officer and the company are joined as defendants when a suit does arise. Since the company usually has more assets than does the individual officer, the company frequently ends up paying any judgment which is awarded. There is no way for any plant protection department to be sure that it will never be sued. Any person can be sued on any grounds. A well organized and well trained department can, however, be reasonably sure that its officers and employer will not be *successfully*

⁴²*Id.* at 29.

⁴³*Burns v. Erben*, 40 N.Y. 463 (1869).

⁴⁴See discussion in DAVIS, *op. cit. supra* note 41 at 30.

⁴⁵See discussions in RESTATEMENT, AGENCY 2d, Ch. 7, 451-579 (1958).

sued. Most of the mistakes which are made are made through ignorance which training and proper employee selection can eliminate.

Perhaps the most frequently asserted defense of companies which are sued because of the acts of plant protection personnel is that the act was not one done in the line of duty.⁴⁶ This argument has not met with much success in the courts. If the action grew out of the employment of the officer for the purpose of protecting company property, the fact that the officer exceeded his authority and followed procedures not recommended by the company has not relieved that company of liability. The fundamental liability of a company for the acts of all of its employees is a strong argument in favor of careful selection and proper compensation of plant protection forces so that high caliber men will be attracted. It is also a strong argument in favor of adequate training for these men once employed.

⁴⁶RESTATEMENT, AGENCY 2d, § 216 (1958).

Selling Security (Continued)

help them become more proficient in their work. Furnish each of your employees with a notebook in which to keep material for future reference. This method will do a great deal to stimulate further interest in security work.

Achievement Recognition

It is *extremely important* to recognize the achievements of your employees. You should always commend them for worthwhile accomplishments such as good attendance records, time saving ideas and job improvements. All too often this *recognition* is not afforded the employee. He *needs* to feel that his efforts are appreciated and that his contribution will bring approbation from his superiors and fellow workers.

Confidence in Supervisor

Nothing lowers the morale of an employee more than lack of confidence in and respect for his Supervisor. If the Supervisor does not command the respect of his employees, he should be replaced. If the rules of good supervision are followed (honesty, conscientiousness, fairness, firmness, thoughtfulness, open-mindedness), the Supervisor will have no problem commanding the respect and confidence of his employees. It is of paramount importance that he attempt to understand the behavior and attitudes of his employees. This requires that he develop self-understanding and introspection first, in order to apply the foregoing suggested principles of good supervision.



John Gorham, manager of industrial security at Bell Aircraft Corp., Wheatfield, N. Y., shows a model of the Bell X-2 rocket research airplane, to Chang Wai Won, chief of the security division, Republic of Korea police department. Escorting Mr. Wai Won were left, TSgt. John Stokes and, far right, TSgt. Rudolph Shearer, both members of the Erie County Sheriff's Dept.

Research or Retreat (Continued)

Committee will, on the other hand, conduct active research into those areas where no committees are responsible, will serve as a research coordinator for the Society generally, and will seek to raise the funds necessary to underwrite the outside research which is done for the Society, and, eventually, where necessary, the research of the other operating committees.

Your committee, however, does not know what degree of success it can expect, or promise. It does envision a great deal of additional work to be done. It can only promise to undertake the work seriously and logically, and depend upon the help of the Society and its members in every possible way to assure the attainment of its goals.

And, having thus presented this report to the Society, in an effort to underscore the need for research, the purpose of research, and the vehicle for research within ASIS, the committee would remind the whole of ASIS, that in our profession, as elsewhere, "Where there is no vision, the people perish." Certainly we cannot allow this to be said of us.

Communist Illusion (Continued)

many of our citizens, who would not ordinarily have had the opportunity, a chance to view these hallowed symbols of American freedom.

As a public service, many individuals and private organizations prepare, or reprint, and distribute anticommunist literature. In Pennsylvania, the Department of Public Instruction, aware of the increasing demand for such a reference work, had the Library of Congress prepare a selected, annotated bibliography on communism for use by teachers and students.

YOUTH AND DEMOCRACY

Local activity can have far-reaching effects. A year ago, a group of graduate and undergraduate students decided to capitalize on the communist-inspired Seventh World Youth Festival held this summer in Vienna. They visited college campuses searching for students who could effectively represent the United States and who were willing to at-



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American Cancer Society

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tend. They distributed pamphlets outlining the communist background of this and previous festivals, as well as booklets of facts and figures on issues which communist propaganda has been exploiting. This group also conducted briefing sessions for the anticommunists who planned to attend. News accounts of the festival highlighted how the anticommunist American delegates stole the communists' thunder as a result of their ability to correct the misconceptions and distortions of American society which have always characterized these festivals.

SEMINAR AND COMMUNITY ACTION

Individual initiative and originality geared to local action are the wellsprings by which living democracy is continuously nourished. These examples illustrate how in the very practice of democracy, the moral strength of our Nation is constantly replenished. Programs such as these, infused with a renewed sense of dedication, should be expanded, coordinated, and continued on a long-range basis. It is heartening to know that the National Strategy Seminar was held for the express purpose of stimulating positive action at the local level to deter communism and to enrich democracy.

REALITY VERSUS ILLUSION

Communism has hurled us a mortal challenge. Our response, and the response of free men everywhere, will determine whether or not freedom itself survives. It is no longer sufficient for us to adopt the negative approach of merely reacting defensively to every shift in communist tactics. We must place greater emphasis on the positive role which our democratic way of life can perform in this struggle.

American reality is morally superior to the communist illusion. It is superior, not because it is ours, but because it expresses the universal qualities of human nature. We possess the true legacy of man's age-old struggle from slavery to freedom. Ours is an inheritance solidly grounded on the reality of man's manifold needs and aspirations and on his inherent dignity and worth.

A demonstrated faith in the heritage of democracy is our mightiest weapon in the struggle for the minds of men. Our military might and economic resources, while effective, will not by themselves insure the victory of freedom over communism. These weapons must be reinforced by each citizen's abiding awareness of the intrinsic superiority of our society. From this awareness will develop a revitalized determination, not only to continue our resistance to communism, but to make our living democracy a force of moral persuasion which will capture the imagination of the entire world.

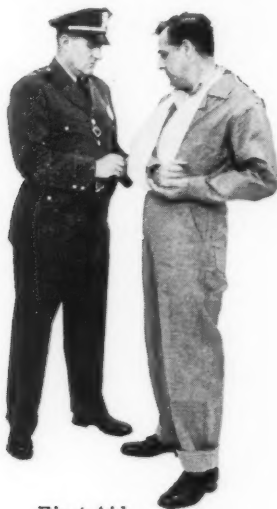


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